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U. S. Army Photograph

THE HONORABLE GORDON GRAY

SECRETARY OF THE ARMY

BUDGETING OUR ARMY'S STRENGTH

By

THE HONORABLE GORDON GRAY
Secretary of the Army

AS you know, the Secretary of Defense has just recently announced the overall military budget ceiling for Fiscal Year 1951. This affects all of us vitally—the Regular establishment as well as the reserve forces—and I know that you are anxious to learn what the impact may be.

The budget would provide funds for a 630,000-man Army in Fiscal Year 1951. That represents a cut of about 26,000 from our present actual strength, but it is the same figure we must reduce to during the *current* fiscal year under the present budgetary limitations. In other words, we are now in the process of reducing the Army to 630,000 men, which we hope to accomplish by February, and we expect at this time that this level will be held during Fiscal Year 1951.

This 630,000-man Army will have to carry out essentially the same missions and activities as our present forces. Certain functions will be eliminated or streamlined, but basically our responsibilities remain the same.

The major portion of the budget cutback will be accomplished by the personnel reduction, the closing of certain installations, the elimination or consolidation of various supporting activities. We are thus attempting to absorb the cut in our overhead and service troops with the least possible damage to our active combat units, at home and overseas, which we hope to be able to maintain at approximately their present level—a bare minimum to the Nation's security needs.

This prospective retrenchment merely emphasizes that we are more than ever dependent upon vigorous, ready, reserve

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Based on an address before the 71st Conference of the National Guard Association, Montgomery, Alabama.

forces that will be as ready as possible with combat and supporting service units in event of any emergency.

Evidence of this is found in the fact that the Fiscal Year 1951 budget, as approved by the Secretary of Defense and submitted to the Bureau of the Budget, provides for no cuts in the funds sought for the National Guard and the Organized Reserve Corps. We have, in fact, requested an increase in the funds to be made available to the civilian components in Fiscal Year 1951 over those of FY 1950, which are more than those allocated in FY 1949—and this is the *only* one of our major programs for which we have requested an increase. We have let the active establishment absorb all of the cutbacks so that the reserve forces can continue to develop and improve as much as possible. This is in keeping with the President's stated policy and with the philosophy of national security—that increasingly greater emphasis must be placed on our reserve forces. This philosophy has the full support of the Department of the Army.

But where are the cutbacks to be made? We have eliminated one-year enlistments; we have raised the General Classification Test (GCT) entrance requirements from 80 to 90; and we plan to return approximately 3300 reserve officers to inactive duty. The main cutback in strength will be accomplished, however, by release of 21-month inductees and enlistees who came into the Army as a result of the Selective Service law. This action has been approved by the President and the Secretary of Defense, who have the authority under the Selective Service Act to reduce the 21-month period of service specified. Upon completing 12 months' service, these men will be offered immediate separation, beginning 1 December 1949.

This program will affect some 24,000 inductees and 6000 21-month volunteers. We anticipate that most of these men will take advantage of our offer and request separation as soon as their 12-month tour is ended. However, all 30,000 of the men affected will be offered these options: (1) Immediate separation from the Army, after completing 12 months of service, but with the obligation to enter a reserve component after separation, as provided by law. (2) Completion of 21 months of service, and the same reserve component obligation. (3) Completion of a total of 33 months of service, which would wipe out the obligation to enter a reserve component. (4) Enlistment in the Regular Army for a normal tour of

three or more years, which, of course, would remove any reserve component obligation.

Also eligible for release after completion of 12 months of service are some 400 officers—ROTC graduates who were ordered to 21 months of active duty under Section VII of the Selective Service Act.

This means that several thousand trained young soldiers will be phased back to civilian life during the next several months with an obligation to serve in one of the civilian components for three to five years, depending on various circumstances. This should prove a valuable asset to the National Guard and to the Organized Reserve Corps.

This, on a very small scale, is what the Army had in mind in its urgent support of Universal Military Training: a means by which a constant flow of pre-trained young men would be funneled into the reserve forces. You of the National Guard fully appreciate the tremendous advantage of working with young men who have completed basic training and who have a good beginning on the specialized duties of modern troops. By permitting greater concentration on more advanced techniques and on unit rather than individual training, this would materially increase the readiness and effectiveness of our reserve forces. The Army still believes firmly in the need for Universal Military Training for this Nation.

Of more immediate importance, the Army also is urging that a selective service law be retained in effect. . . . It is an invaluable asset to our national defense planning. Having such a law available to us means that we could, in event of sudden emergency, immediately call the manpower of this country to arms, thus eliminating the agonizing and possibly fatal period of waiting—estimated at a minimum of four months—which might ensue if new legislation were required.

By offering a release to those who were inducted under the Selective Service law as well as to those who enlisted for limited terms, presumably because of it, we are again keeping faith with the Congress and with the American people; and we will have accomplished the all-volunteer Army we sought. We earnestly recommend that, on this record of good faith, a selective service law be retained in effect indefinitely.

There is another excellent reason for doing this. Our Nation is making every effort to assure the nations of Western

Europe and other freedom-loving people throughout the world that we are determined to support them in opposing totalitarianism and aggression. Through the North Atlantic Pact and the Military Assistance Program, we have pledged our cooperation and our resources.

Allowing the Selective Service law to lapse, and thus losing the only means we have of calling our Nation immediately to arms, might well be interpreted as a weakening of our effort and of our support. Extension of this law would constitute a further reassurance to our allies and friends throughout the world that we intend to maintain every possible precaution against disaster.

This considerable contribution to our military strength can be made at comparatively little expense. It is principally a matter of keeping a law on our books. In these times of danger and of economy, such a point should not be overlooked. . . .

However it begins and wherever it spreads, we can only anticipate that any war in the foreseeable future will require large-scale land action of the most overwhelming and advanced type. The Infantry-Tank-Artillery team is recognized throughout the world as an essential element to any military success; and this team cannot approach full effectiveness until joined by adequate tactical air support—fighter and light-bomber elements, thoroughly trained in ground-support missions. Such a combination quite probably will carry the final and decisive stages of any war that we might fight for some time to come.

The Army, the National Guard and the Organized Reserve Corps, sharing these essential functions, are joined today as perhaps no other groups in the Nation—joined by danger and death we have shared, by common experiences and common memories, and by common responsibilities, common interests and common problems.

More than ever before, we are closely knit members of a family. Like the members of any family, we often disagree with each other. But we must never lose sight of our fundamental common objectives and our family responsibilities. We must always be ready, at a minute's notice, to drop any minor differences and join our strength into a hard-hitting force that can do its part in the unified team this country is depending upon for protection.

BUILDING A UMT ARMY IN THE PHILIPPINES

By

MAJOR GENERAL MARIANO N. CASTANEDA

Armed Forces of the Philippines

DRAWING on the lessons of wartime experience, the Armed Forces of the Philippines are today embarked upon a well-coordinated program of military training and professional education. A democratic system of Universal Military Training is firmly established in the Philippines and is popularly accepted by the people. Inaugurated in 1936 under the Philippine National Defense Act, its operation was interrupted by the war. Last year however, UMT was resumed on a permanent basis.

Virtually all Filipino male citizens upon reaching the age of twenty are required to register for military training.* Each year on 15 May a drawing is held to select those registrants who are to be called for training in the next calendar year. Final determination of those to undergo training rests with Acceptance Boards in the various municipalities. Each board consists of five members, including two physicians and two officers of the Armed Forces, all of whom are appointed for a three-year term by the Secretary of National Defense.

Because of budgetary considerations and limited housing and training facilities, however, not all of the twenty-year-olds who qualify are called for military training. Currently, about 3000 UMT trainees are in service. As evidence of the citizenry's whole-hearted approval of the UMT program, many twenty-

*Excepted are ecclesiastics; superintendents of penal institutions and asylums; personnel of the coast guard revenue cutter and lighthouse inspection service; pilots, navigators, and marine superintendents; and Filipino Civil Service eligibles currently employed by the United States Government.

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AFP Photo

An infantry unit prepares to move out on maneuvers.

year-old registrants not selected for service volunteer to undergo training, even after quotas have been filled.

The trainees finally selected undergo a 34-week program of instruction—17 weeks of individual training (8 weeks of basic, 9 weeks of branch instruction), 11 weeks of unit training, and 6 weeks of combined training.

The individual training portion of the course provides the recruit with a background of military fundamentals and trains him basically to function effectively as a member of his assigned branch. In unit training, individually trained personnel are welded into effective, well-coordinated combat units up to the battalion level. Combined training in larger units gives advanced trainees experience in tactical and logistical employment under simulated battle conditions. The aim of the course is three-fold: to improve the trainee's physical condition; to develop his self-confidence, initiative and resourcefulness; and to instil discipline through cooperation, devotion to duty, loyalty and patriotic service.

Trainees undergoing instruction are organized into units in accordance with existing mobilization and defense plans. Upon completion of training, these units are transferred into the Reserve Force as organized, with all personnel having their respective mobilization and unit assignments. This procedure is intended to reduce mobilization problems to a minimum.

AFP Photo

Troops receive instruction in the maintenance of the 40mm antiaircraft gun.

The Philippine Universal Military Training Program not only trains young men with the Armed Forces; it also provides preparatory military training for male students in all grade and high schools. Under the law the obligation to undergo military instruction begins when a youth in school reaches the age of ten years and extends throughout his schooling until he is twenty-one and is subject to service with the colors. This comprehensive system of popular military training assures an adequate reservoir of partially trained manpower, immediately available in emergency.

At present the Armed Forces of the Philippines look to the Reserve Officers' Training Corps to provide approximately forty per cent of the nation's enlisted reserves. Other sources include the Filipino remnants of wartime U. S. Army Forces, Far East; civilian volunteers whose guerrilla services in the resistance movement have been recognized; and twenty-year-old draftees trained under the provisions of the National Defense Act.

The ROTC program is in full operation throughout the country. All colleges, universities and similar institutions of

learning in the Philippines enrolling 100 or more students are required to include an ROTC course "as a compulsory portion of their curricula for all physically fit male citizens of undergraduate status." Re-established in July 1946, the postwar ROTC now numbers 67 units as compared with 22 units in 1941. With an enrollment presently totalling 34,016 cadets, the ROTC is expected to provide the bulk of officer and noncommissioned officer replacements for reserve units.

New type courses in antiaircraft artillery, armor, and field artillery (self-propelled) have been opened in leading ROTC units. Recently an air ROTC unit and two naval ROTC units were established. ROTC training includes a compulsory basic course of two years in school and two months of camp training in an Armed Forces training camp, and an optional advanced course of four semesters. Graduates of the basic course are assigned to the reserve units as enlisted men. Advanced course graduates may be commissioned in the Reserve Force after undergoing six months of probationary training (including two months of classroom work and four months of training and actual duty with troops).

Regular officers are drawn from graduates of the Philippine Military Academy, from Filipino graduates of the United States Military and Naval Academies, and by integration from the Reserve Officer Corps. Of these sources the Philippine Military Academy furnishes the greatest number. Closed upon the outbreak of hostilities in 1941, it reopened its doors to a group of 79 cadets in April 1947, and since that time it has taken in a new class each year. The Academy's four-year course of instruction, like that at West Point, leads to a bachelor of science degree. Instruction is the same for all cadets. After graduation they are assigned to one of the services—the Army, the Air Corps or the Naval Patrol. Insofar as possible, ranking graduates of the Academy are given their choice of service.

The Philippine Government is allowed an annual quota of one cadet each at the United States Military and Naval academies. Selection is by competitive examination conducted by the Bureau of Civil Service, a civilian agency directly under the President. Fourth class cadets (plebes) of the Philippine Military Academy may participate in these examinations along with civilian candidates.

An act of 28 May 1948 establishes a two-year period for the integration of reserve officers into the regular service. Age and length-of-service brackets have been prescribed for the various

AFP Photo

Teletype specialists in training at the Signal School, Polo Bulacan.

grades in which applicants may be integrated. Reserve officers who qualify after a series of competitive physical and mental examinations may be appointed probationary regular officers in any appropriate grade. After completing one year in probationary status, they may be appointed to the regular officers corps. The first mass integration of reserve officers is expected to take place early in 1950. Training plans already have been drafted to prepare the newly integrated officers for careers in the Regular Force.

Integration of reserve officers into the Regular Force also was authorized in the Philippine Army before World War II. About 20 per cent of the present regular officer corps are former reserve officers who were integrated prior to 21 December 1941.

By the establishment of a UMT program firmly grounded in public support, by the expansion of ROTC units in the schools, the appointment of Philippine Military Academy graduates, and the integration of qualified officers from the reserve, the Armed Forces of the Philippines are assured a continuing flow of trained manpower adequate for the security of the republic.

Legislative Review:

TOWARD WORLD STABILITY

IN a far reaching program of deep historical significance, the 81st Congress appropriated $1,314,010,000 for military assistance to North Atlantic Treaty countries, to Greece and Turkey, to Iran, Korea and the Philippines, and to the general China area. This action supplements United States military cooperation with Latin American countries and Canada; and it rounds out and integrates the military assistance which the United States has been rendering to other nations, notably Greece, Turkey, Iran and Korea. It gives substance to the strategic concept that, in a world in which a determined aggressor is continually gaining strength, peace can be assured only by a well-knit collective defense.

Essentially the program is an instrument of foreign policy and, as such, it will be administered by a Steering Committee of which the Secretary of State is chairman. The program is designed to enable free countries to gain and maintain stability and confidence so that they may fulfill their obligations under the United Nations. It provides grants-in-aid to countries which cannot provide adequate military protection from their own resources; it enables other countries (Canada and the members of the Rio Pact) to purchase arms and materiel on a cash basis; and it provides a means for alleviating the dangerous situation in the Far East by appropriating $75,000,000 for use in the general China area.

Military assistance valued in accordance with the legislation at one billion dollars will be granted to the North Atlantic Pact countries which comprise the Western Union—the United Kingdom, France, Belgium, Luxembourg, the Netherlands—and to Italy, Norway and Denmark. Canada, Portugal and

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An analysis, by a member of THE DIGEST *staff, of the Military Assistance Program, as set forth in the Report of the House Committees on Foreign Affairs and Armed Services (jointly) and in the Mutual Defense Assistance Act of 1949 (Public Law 329—81st Congress).*

Iceland, also Atlantic Pact nations, have not requested aid. Additional aid to Greece and Turkey will cost $211,370,000; Iran, Korea and the Philippines will receive aid valued at $27,640,000. Together with the $75,000,000 of assistance available for the China area, the total appropriation amounts to $1,314,010,000.

In Europe, the hard core of defense is in the Western Union nations not only because of their geographic position but also because of the concentration of industrial resources within them. Most of the aid in this area will go to the Western Union countries. Norway and Denmark, however, will also obtain substantial amounts of sorely needed support to improve and strengthen their military establishments. Assistance to Italy necessarily must conform to the provisions of the peace treaty, which limits Italian military strength.

All help to European nations will be in accordance with practical and well-integrated military plans—plans already prepared, which show the precise amounts and types of assistance and the strategic and operational factors that determine the allocations. The governing principles are that each nation shall have a clearly defined role in the overall defense, that assistance provided shall be only such as will enable it to play this role successfully, and that assistance shall not be rendered merely to satisfy the natural desire of a nation for self-contained and balanced forces.

Since MAP is designed to supplement and strengthen the North Atlantic Pact, military assistance—except for the initial increment—will be given only in accordance with recommendations of the Council and of the Defense Committee of the North Atlantic Pact nations, after they have been agreed to by the United States. In general, military aid must be used only to promote an integrated defense of the North Atlantic area.

Every precaution is taken to insure that MAP does not have an adverse effect on the European recovery program. The supply to any country will not be so large as to place a strain on the recipient in order to put the equipment to effective use, nor will it require the diversion of too much labor from productive occupations into the armed forces. The intent is not so much the enlargement of existing forces as the balancing and modernizing of their equipment. Nor will MAP be the cause of great expansions in the military production of the various countries. MAP will not finance new factories or munitions plants, for example. Existing indigenous facilities are

BASIC DATA ON PRESENT LEVEL OF DEFENSE EFFORT OF SELECTED COUNTRIES

Country	National income: Population (in millions)	Net National Income [1]	Per Capita National Income	Budgetary data for calendar 1949 or fiscal 1950 (figures are in millions of dollars): Total Government Expend.	Budgetary Revenue	% of Revenue to Total Govt. Expenditure	Military Expenditures [2]	% Military Expenditure to Nation's Income	% Military Expenditure to Total Govt. Expenditure
Western Hemisphere Atlantic Pact Countries (for comparison):									
United States	146.6	$224,400	$1,530	41,858	40,985	98	14,286	6.4	34
Canada	12.9	12,800	992	2,300	2,800	122	262	2.0	11
Western Union Countries:									
United Kingdom	50.0	40,300	806	15,419	15,475	100	3,063	7.6	20
France	41.8	24,764	592	7,204	5,483	76	1,203	4.9	17
Belgium	8.5	5,933	698	1,643	1,529	93	192	3.2	12
Luxembourg	.3	183	610	87	71	84	[2]	1.0	3
Netherlands	9.9	4,826	487	1,602	1,245	78	[3] 377	7.7	23
Total	110.5	76,006	688	25,955	23,803	92	4,837	6.4	19
Non-Western-Union Atlantic Pact Countries:									
Italy	46.4	$9,257	$200	2,347	1,663	71	586	6.3	25
Portugal	8.4	[4] 1,000	119	227	172	76	48	4.8	21
Norway	3.3	1,821	552	477	503	105	83	4.5	17
Denmark	4.2	3,230	769	466	513	110	63	2.0	14
Iceland	.14	[4] 154	110	33	37	121	[5]	[5]	[5]
Total	62.4	15,462	248	3,550	2,888	81	780	5.1	22
Non-Atlantic-Pact Military Assistance Program Countries:									
Greece [7]	8.0	[6]	[6]	392	242	62	116	[6]	30
Turkey	19.5	[4] 2,500	128	489	447	91	198	7.9	40
Iran	15.0	[6]	[6]	336	239	71	63	[6]	19
Republic of Korea	21.0	[6]	[6]	437	373	85	31	[6]	7
Philippines	19.7	[6]	[6]	146	152	104	50	[6]	34
Total	83.2	.....	....	1,800	1,453	80	458	....	18

[1] Most recent estimate available; 1948 actual or 1949 estimate.
[2] In general, expenditures on internal security forces are included; veterans' benefits and non-military functions of military departments are excluded.
[3] May include some non-military items.
[4] Roughly estimated order of magnitude for Portugal, Iceland, and Turkey, which have no national accounts figures.
[5] Negligible. [6] Not available. [7] Fiscal year 1948-49.

considered ample to produce the agreed amounts of new equipment.

MAP includes three types of assistance to European countries: (1) *Materiel.* Many of the recipient nations are already equipped with United States arms, munitions, transport or communications; but this equipment is neither complete nor properly balanced. It needs to be overhauled, repaired, replaced or supplemented. The United States has some of the required stocks available in inventory or can produce them. MAP makes it possible to transfer these items or for other countries to purchase them.

(2) *Technical and Training.* The repair, overhaul and modernization of military equipment—as well as its operation and employment—require technical skill of the highest order. So that materiel shall be put to the best use, MAP authorizes technical missions to the countries receiving aid. The Act authorizes military personnel of the recipient countries to be trained either at service schools in the United States or abroad, whichever is more convenient.

(3) *Machine Tools and Materials.* These will be furnished by the United States to the extent needed to enable the recipient countries to repair, overhaul and produce certain items that are needed to fulfill the overall mission—and only to that extent. Strong controls are set up, principally through MAP military missions, to prevent the diversion of machine tools and materials to other uses or to other countries.

The fundamental principle of MAP is self-help and mutual aid. The program is sufficiently fluid to permit the transfer among the recipient countries of materiel and personnel. Where they are able to do so, recipient nations, in turn, will furnish the United States with certain strategic materials which they possess and which are not essential to them.

The Western European nations currently are making military appropriations that, relatively, are not out of line with those of the United States. The investment of MAP funds is designed to bring existing programs into an overall balance and to round them out, so that the team shall have the maximum effectiveness. (See accompanying table.)

It is not the purpose of MAP to support a global armament race; it cannot possibly provide the strength required to undertake aggression. It is wholly defensive in nature, seeking only to improve the effectiveness of the forces supported by the European budgets. It recognizes the fact that Russia today has

the largest military force in the world, with more than 5,000,000 men under arms, with forces in Germany recently increased from 75,000 to 100,000, and with an increase of 19 per cent in the Russian military budget. MAP is not designed to match this strength; rather, it contemplates the fulfillment of a strategic plan that will contain it.

Of the billion dollars for the European countries, $100,000,000 has been made available immediately, and $400,000,000 is to be made available after the President agrees to the recommendations of the Council and the Defense Committee. The remaining $500,000,000 of the billion is to be in the form of contracts, which will be entered into before 30 June 1950. It is expected that the program will have to be continued beyond the current fiscal year, in diminishing amounts. The Congress, however, committed the Nation only for Fiscal Year 1950.

The $211,370,000 additional aid to Greece and Turkey is designed to consolidate the gains made in those countries and to enable them to meet the threats of aggression. The program for Greece provides arms and ammunition, certain military capital equipment, maintenance, spares and general supplies. In many instances, capital equipment is badly in need of replacement; and operational equipment is needed to provide the Greek Army with enough strength to maintain internal security since the cessation of substantial hostilities in the Greek civil war. Equipment and training will continue to be provided to the Turkish army so that it may increasingly become a stabilizing factor in the Middle East.

In Iran, where the United States maintains two military missions and to which nation a $26,000,000 credit recently was extended, a further investment is needed so that the country may maintain its sovereignty and territorial integrity. In Korea, it is essential that the expanding Communist influence be contained and that the new republic in the south, under the aegis of the United Nations, be permitted to grow into strong independence. In the Philippines, the assistance is designed to carry out the obligations assumed with the establishment of the Republic of the Philippines, when the United States pledged its aid in training and developing the Philippine armed forces. In China and the general China area, however, the situation is unsettled and complex. It does not lend itself to the specifics of the assistance given other countries. The policy of military assistance must be fluid. The President, therefore, is authorized to spend the $75,000,000 in his discretion, and is not re-

quired to account for the expenditures he makes. In this area only, the money may be spent for other than military purposes. Furthermore, the Congress favors the creation, by the free countries of the Far East, of a joint organization of self help and mutual cooperation, designed to promote the social and economic well-being of these countries and to safeguard their basic rights and independence.

The materiel and supplies to be furnished under MAP fall into three categories: (1) Military equipment that is excess to United States needs and that will need no replacement. The Act provides for repairing, rehabilitating and improving this materiel. Not more than $450,000,000 worth of excess equipment will be furnished. (2) War reserves, which the Armed Forces can spare currently but which must be replaced. These will be charged against MAP funds at gross cost, or at their replacement value, or at the value of equivalent equipment. (3) New materiel, which will be purchased or contracted for as needed and will be charged at gross cost. Procurement will be delegated to appropriate procurement agencies.

The cost of administration abroad, wherever possible, will be paid in the currency of the recipient country. Flexibility in planning is provided by permitting the President to utilize not more than five per cent of the amounts available to any major part of the program for use in another major category.

The President may terminate the assistance to any country, entirely or in part: (1) If the recipient requests that aid shall cease; (2) If aid is no longer consistent with our national interests or the purpose of the Act; (3) If the aid contravenes a decision of the Security Council of the United Nations; (4) If the President determines that aid would help a nation against which the United States is taking preventive or enforcement action; (5) By concurrent resolution of the Congress.

Thus, without taking irrevocable steps and without weakening United States military strength, the Nation is able to implement the leadership provided by the North Atlantic Pact. It is this leadership that must bring to the Western world a measure of security through collective action.

AID

THE ARMY LEARNS FROM INDUSTRY

By

WILLIAM HINES

THE School of Hard Knocks is rapidly becoming a leading educational institution for the training of officers and enlisted personnel of the Army. Since World War II (and in a few specialties even earlier) the Army has been supplementing its well-rounded academic system by providing selected personnel with specialized training—or internship—in industry.

Virtually every type of industrial, supply and procurement activity within the scope of Army services is represented among the cooperating civilian agencies. Last summer, for example, training was going on simultaneously in the personnel offices of Macy's department store, the maintenance shops of the Union Pacific Railroad, the kitchens of the Palmer House in Chicago, the city room of the *Arkansas Gazette* in Little Rock, the traffic department of the Pacific Freight Lines in Los Angeles and behind the microphones of KPRC in Houston and the television cameras of WAAM in Baltimore.

In one outstanding instance, the officer internship program conducted by the Personnel and Administration Division has provided training for some eighty officers during the past three years. These interns—ranging in grades from captain to colonel—have combined theory and practice in a part-school, part-industry course designed to advance the Army's knowledge of administrative techniques. Many of them have received master's degrees in personnel administration at leading universities, and a few have completed studies for doctorates in the academic phase of the program. In addition, in every case scholastic

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work has been combined with observation and personnel practice with one or more industrial concerns. One officer completed his formal schooling as a Ph.D. and subsequently "blitzed" 26 major industries, picking up pointers on how business tackles its multifarious personnel problems. He was an exception, however, for most personnel interns spend relatively long periods of time with two or three concerns.

As an onlooked-for byproduct, industry has found that it, too, gains much from the program. In the minutes of a management meeting of a large manufacturing firm, the personnel manager is quoted: "The report which this officer rendered us when he left after his period of internship was much more impressive and enlightening than several outstanding texts I have reviewed on the subject of personnel management." This report, incidentally, was only one of many surveys outlining practical solutions to administrative problems which were prepared by officer-interns and submitted to Personnel and Administration Division, Department of the Army, for study.

Industry and business have proved exceptionally cooperative in giving trainees complete insight into company problems, even to the extent of affording them *entrée* to planning and policy conferences. For its part, the Army has respected this confidence by applying a "no gossip" rule to its interns. "It is of utmost importance," each trainee is cautioned in an instruction letter from Washington, "that the information you acquire and the records you have access to be maintained in strictest confidence."

The Army's Transportation Corps, the Corps of Engineers and the Public Information Division conduct training-in-industry programs for enlisted specialists. As a rule, enlisted internships are shorter than those for officers and are not preceded by long periods of formal education. In most cases, however, attendance at service schools is prerequisite. Engineer and Transportation enlisted personnel receive their specialized training in industries the activities of which closely parallel the operations of their corps.

An on-job training program for enlisted public information specialists—conducted last year as an experiment—is about to be revived on a permanent basis. In the test program, seventy-seven soldiers, most of them specially recruited from civil life, were given three-month tours of duty as "staff members" of newspapers and radio stations throughout the country. A Navy chief petty officer was among those receiving training. Six

thousand feet above sea level and 1300 miles inland, the Navy chief learned the radio business at station KFBC in Cheyenne.

Among the media cooperating in the public information program were newspapers with circulations ranging from 8000 to 500,000 and radio stations of from 250- to 50,000-watt power. Station WNYC, the Nation's only municipally owned broadcasting system, and the unique Fort Worth-Dallas operation—in which two separately owned stations, WBAP and WFAA, share one clear-channel and one 5000-watt transmitter—both trained soldiers. Newspapers in Columbus, Georgia, and Fayetteville, North Carolina, where the Army is "big business," took on-job trainees, as did newspapers in such cities as Phoenix, Arizona, and Bangor, Maine, where Army activity is virtually non-existent.

But whatever the size, location or relative importance of the training agency, Army personnel monitoring the program found that trainees were accepted wholeheartedly not only by management but by the staff as well. Almost all of the trainees worked in civilian clothing while on temporary duty.

Editor Robert L. Gray of the *Fayetteville* (North Carolina) *Observer,* in summing up one trainee's three-month tour under his supervision, expressed a concern fairly common among civilian cooperators. "Please don't make Wilkinson a cook" was the report's closing sentence.

Present efforts in the internship-in-industry program are directed at preventing such misclassification. Tying in closely with the officer career management and the enlisted career guidance programs, Army supervision of on-job trainees extends beyond the actual period of training. To assure the use of its enlisted specialists in the field for which they were trained, the Public Information Division maintains liaison with assignment authorities in the Adjutant General's Office. Likewise, the assignments of officers trained in other programs are closely watched. In some instances, graduates of the Personnel and Administration training program are not presently engaged in personnel and administration duties. In such cases, however, it is generally true that they are in fields closely allied to that for which they were trained. They may have gone to command assignments with an increased understanding of personnel management, or they may have been assigned as teachers of personnel administration in such Army institutions as the Command and General Staff College.

In both the officer program sponsored by Personnel and Administration Division and the enlisted program conducted by

the Public Information Division, trainees are drawn not from one arm or service, but from many. The Technical Services on the other hand—Quartermaster, Engineer and Transportation Corps, for example—have their own internship-in-industry programs which are operated for branch-assigned personnel. Regular Army captains and majors in the Ordnance Department, for instance, may receive training in the practical phases of industrial production during a year of duty with such concerns as General Motors, General Electric, duPont or U. S. Steel. In these and other firms, they receive training on the executive level in plant organization, operation and management.

Another important aspect of factory operation—plant security—is being organized as an on-job study field. Currently, one Military Police officer is taking this type of training at the International Harvester factory.

The Corps of Engineers has officers on duty with such firms as Caterpillar, LeTourneau, Bucyrus-Erie and Barber Greene. At these heavy duty machinery plants, they learn about plant and product design, raw material procurement, traffic routing, scheduling, warehousing, manufacturing, quality control, inspections, personnel problems, management techniques, cost accounting and sales methods. Engineer officers specializing in public utilities operation work with the staff of the New York City Public Utilities Commission. Others in training as supply experts study warehousing and distribution with Sears Roebuck.

Three-way cooperation among Army, management and labor has been excellent. Industrial managers realize that they have a stake in keeping the Army aware of their problems, products and ability to produce. Labor, too, has volunteered its cooperation. When the Transportation Corps decided to take up the Chesapeake and Ohio Railroad's offer to train enlisted men in railroading skills, the operating brotherhoods concerned were quick to give their assent. Transportation Corps soldiers and C&O employees, teamed up as primary employees and supernumeraries on the job, work together in complete harmony.

Monsanto Chemical, Standard Oil of New Jersey and other firms are working with the Chemical Corps in a two-phase, college-industry training program similar to that conducted by Personnel and Administration Division.

Under the widely varied Signal Corps program, on-job training is provided for Signal officers and enlisted personnel in industrial management, wire communication, television operations, portrait photography, dial-central-office telephone oper-

ation and telephonic repeater and carrier procedures in industry. Recently, in cooperation with Public Information Division, the Signal Corps instituted a test program to determine the feasibility of on-job training in news photography. The three men selected for the experiment received public information training at the Armed Forces Information School and were then detailed to the photographic staffs of cooperating newspapers for three months.

Pursuing its variegated supply activities, the Quartermaster Corps has placed trainees in many kinds of industry. In the food service field, Quartermaster officers are working and studying at the Hotels Statler in New York and Washington, Hotel New Yorker, the Parker House in Boston and Palmer House in Chicago. While the fine points of food service are learned in such famed kitchens, the problems of mass feeding on a less elegant level are not neglected either. Trotti Brothers, Boston industrial caterers, are among those opening their organizations to Quartermaster specialists.

As the Army's agency for procurement, storage and issue of petroleum products, the Quartermaster Corps sends specialists to Socony-Vacuum, Gulf, Texaco and other petroleum processing firms. Here terminal operations, management, production and refining are learned the hard—and practical—way. As with the Corps of Engineers, Sears Roebuck trains Quartermaster warehousing experts. The A&P store system gives other supply officers the benefit of its experience in food distribution. Food processing activities at General Mills, Libby McNeil & Libby and large meat packing houses are studied by still other Quartermaster officers.

Summarizing the results attained by the internship-in-industry program, an Ordnance authority recently declared: "To date, the program has done much to acquaint our officers with the problems confronted by industry, and in turn it has gone far toward acquainting American industry with the problems the Army finds in mobilization of American industry." It is in this realm—of Army-industry understanding and awareness of common problems—that the internship program is making a significant contribution to the Nation's preparedness.

The man who graduates today and stops learning tomorrow is uneducated the day after.

Newton D. Baker, Secretary of War, 1916-1921.

AFF MAKES ITS POSTWAR REPORT

"THE primary mission of Army Field Forces now, as it always has been, is to teach men how to fight." In these words General Jacob L. Devers, recently retired Chief, Army Field Forces, gives new emphasis to AFF's continuing responsibility for combat training in the postwar Army. The achievements of AFF during the postwar years are summarized in a *Report of Activities (1945-1949)* submitted to the Chief of Staff by General Devers coincident with his retirement after forty years of service.

Despite changes of name and command status of AFF, its basic concern with combat training remains unchanged. During most of World War II as Headquarters, Army Ground Forces, it was responsible for fashioning the combat forces of the ground Army. Today the Office, Chief, Army Field Forces (OCAFF) "is responsible for the training, composition and equipment policies of the field armies. It supervises, coordinates and inspects the training of all individuals and units utilized in a field army. It develops organization, defines tactical and technical employment and prescribes materiel of all field army units. It determines requirements, conducts research and develops the items of equipment in which field army units have primary interest." In describing the comprehensive activities of AFF, the Report clearly defines the character of the Army today, tracing the progress achieved in such varied fields as weapons and other equipment, housing, personnel, and military and civilian schooling of members of the combat arms.

Reorganization of Combat Units

At the close of World War II the best experience from all theaters was pooled in the study and analysis of the lessons learned in combat. Conferences directed by senior officers of the combat arms crystallized valuable recommendations regarding the reorganization of infantry, armored and artillery units. Putting this information to use, OCAFF developed entirely new Tables of Organization and Equipment (T/O&E)

for the three types of divisions which remain in the postwar Army—infantry, armored and airborne. Basic to the new T/O&Es was the principle that the best military organization is one which concentrates its maximum strength of men and materiel in combat units.

The new infantry division achieves a 68 per cent increase in fire power with the addition of only 20 per cent more personnel. Significant changes include the addition of organic tank and antiaircraft units and the elimination of antitank and cannon companies. Heavy mortar and medical companies are now organic to each of the three infantry regiments, and the engineer battalion has been strengthened by the addition of a fourth company and a bridge platoon. With almost no increase in overhead, field artillery fire power was increased by 50 per cent by raising the number of guns in each battery from four to six.

Combat experience indicated the ratio of infantry to tanks within the armored division to be insufficient. In reorganizing the armored division an infantry battalion was added, and the strength of each armored infantry battalion was increased from three to four rifle companies. An organic heavy tank battalion replaces the tank destroyer battalion which was habitually attached to each armored division for combat. As with the infantry, antiaircraft artillery has been made organic to the division; and field artillery, engineer and service elements have been strengthened.

The airborne division generally parallels the organization of the infantry division. The two tank battalions which were formerly attached have been made organic, and parachute and glider elements of the old organization have, in general, been combined into dual trained parachute and glider units.

Equipment prescribed for all divisions is of the latest type. Antiaircraft artillery units are to have self-propelled carriages mounting quadruple .50 caliber machine guns or dual 40mm guns. Engineer battalions in divisions have bridging equipment heretofore found only at corps and army levels. Light airplanes for liaison are provided in greatly increased numbers. Forty-two 75mm and eighty-one 57mm recoilless rifles are provided to infantry units in the infantry division, and light artillery battalions are equipped with radar.

Based primarily upon analyses of the composition of the First, Third, Seventh and Ninth Armies on 1 April 1945, a pattern for allocation of units to a "Type Field Army" has

been developed by OCAFF. This Type Field Army is organized as a balanced force capable of operating on land masses in the temperate zone. While it is possible that no future field army will ever be identical with the Type Field Army, the organization serves as a basis for field forces planning and for instructional purposes in Army schools. The organization and composition of the Type Field Army is reviewed annually to reflect new or revised doctrine and the capabilities of new weapons. Currently, it consists of three corps with three infantry divisions and one armored division in each corps.

Training

The heart of the Report is contained in the section on AFF unit training. Much of this material treating the training doctrines of the Army was in the April 1949 ARMY INFORMATION DIGEST under the title of "Training the Army of Today" by General Jacob L. Devers.[1]

The policy basic to OCAFF's training doctrine is cited in the Report: "Since fighting men are the one important commodity of which there is never enough and for which there is no acceptable substitute, all training must stress that *every soldier* regardless of assignment has as his primary duty the obligation to fight."

U. S. Army Photograph

An element of an infantry battalion storms ashore on Vieques Island during Atlantic Command combined operations, 1949.

"The AFF training program," the Report states, "presents a progressive pattern, from the training of recruits through advanced individual training, basic unit training and advanced unit training to combined arms training, field exercises and maneuvers. Paralleling this pattern is the AFF school system which provides personnel capable of conducting this training all the way from enlisted specialists up to staffs and commanders of divisions." Within each division, supporting arms and services are brought together to complete the team after branch training has progressed sufficiently to make more advanced training profitable.

The training week averages 40 hours, with Sundays, holidays and Thanksgiving and Christmas seasons left open. The 42-week training cycle applies to units requiring re-training as well as to those newly activated. During the 13 weeks comprising the first phase, individuals with no previous service receive basic training and mental, moral and physical conditioning. This phase is accomplished in training divisions—units which won fame in World War II that have since been reorganized to carry on the work of the wartime replacement training centers. The succeeding 20 weeks are devoted to advanced individual training and basic and advanced unit training on a flexible schedule.

The final nine weeks of the cycle provide regimental combat teams and larger units with field training in tactical, logistical, intelligence and administrative functions under simulated combat conditions. Post-cycle training includes joint exercises and large-scale maneuvers in cooperation with the Navy and Air Force, and training in air-transportability. Major maneuvers and exercises in the postwar period have included two amphibious exercises with the Navy and Air Force, an Arctic exercise, an airborne battalion combat team exercise, and two joint maneuvers (including an air-transportability test) with the Air Force.

During the years of minimum military strength between the wars, it was in large measure the Army's school system that enhanced the tactical competence of officers and enabled them to master the mechanics of high level command. Of its subsequent role, the Report states, "That same school system, during World War II, was readily capable of the rapid expansion necessary to provide officers, noncommissioned officers and specialists for an Army numbered in millions. Following the war it was readjusted to meet the needs of the postwar

Army, yet it retains the progressive features which have made it and now make it one of the most remarkable educational systems, military or civilian, of the world."

The Command and General Staff College is giving advanced training to between 500 and 700 officers annually in the four general staff specialties, and its Commandant is responsible to the Chief, Army Field Forces, for the development of doctrine relating to the employment of combined arms. At The Infantry School, courses in air-transportability, pathfinder techniques, tactics and techniques of self-propelled and recoilless weapons, and the maintenance and use of infantry liaison airplanes and counterfire locating sets are among recent additions to the curriculum. The Artillery School has made notable progress in developing new instructional methods and, at its branch at Fort Bliss, it conducts the only service school course on guided missiles.

The Armored School is outstanding for the effectiveness of its instructor training course, its pioneering among Army service schools in the field of remedial reading,[2] and in the development of training aids which demonstrate mechanical functioning. The Ground General School, established at Fort Riley by consolidation of The Cavalry School and The Intelligence School, is a postwar addition to the AFF school system. This institution conducts "branch immaterial" courses for the basic training of officers of all arms. Included are officer candidate courses, general and special courses in photo interpretation, intelligence, order of battle and prisoner interrogation.[3]

At all AFF schools, where appropriate, special associate courses of shorter duration than regular courses are provided for personnel of the reserve components. For those members of the National Guard and the Organized Reserve Corps who are unable to participate in resident instruction, the extension course program (which was suspended during World War II) was re-initiated in 1946. OCAFF is responsible for approving the extension curricula of general and special service schools, as well as for reviewing and approving the individual subcourses.

To provide advanced academic instruction for senior officers of the reserve components who are unable to attend resident courses, AFF in 1948 established a special Command and General Staff Course for presentation at convenient centers in the various Army Areas. This course is divided into three phases of two weeks each, with the various phases given in three successive years.

"Army Field Forces Report of Activities (1945-1949)": Summary of Recommendations

Following is a summary of the measures recommended to increase AFF efficiency through training and through the development of doctrine, technique, equipment and facilities.

1. Maintenance of a high standard of requirements in the awarding of credits for performance of reserve duty training.

2. Constant training of reserve commanders to assume the full responsibilities which are theirs as commanders of units.

3. Continuing joint study to simplify techniques and procedures in the air support of ground forces and to resolve problems of command relationships in the delivery of such support.

4. Increase of air participation in school demonstrations and unit field exercises.

5. Continuing efforts by the Army to have troop carrier strength brought to a figure more in consonance with airborne requirements.

6. The institution of measures to relieve the critical shortage of field officers within airborne divisions.

7. Continuing efforts to reduce the weight and bulk of the equipment of the infantry division, with a view to air-transportability.

8. Study of the logistical support for a four-division corps airhead, to resolve the controversial question of the possibility of large airborne operations.

9. Assignment of responsibility for master planning of installations to the Office, Chief, Army Field Forces, in order to make effective use of an existing agency which has participated continuously in this project during the postwar period.

10. Provision of badly needed family housing on permanent posts under a plan of payment, from pooled commutation allowances, of construction costs and incidental charges.

11. Further study of the types and quantities of fuel-consuming equipment in the Type Field Army with respect to overall fuel consumption and ability to maintain that organization in an active theater of operations.

12. Consideration of inclusion of one or more logistical commands in the Organized Reserve Corps troop basis for support of the 18-25 Division Program.

13. Establishment of a joint amphibious training center at Little Creek, Virginia.

14. Continuation of amphibious training of Army troops on a scale of approximately one divisional-sized amphibious exercise each year, in conjunction with the Navy and the Air Force. Continuation of instruction in amphibious staff planning at all service schools at the proper levels, and the retention of an engineer special brigade at reduced strength, in the peacetime troop basis.

15. Further study and test of the tactical uses of the atomic bomb.

16. Restoration to commanders at all levels of their authority and responsibilities to the end that the Army will have teamwork instead of individual action. This would overcome the strong tendency during and at the close of every war to take more and more responsibility away from the commanders and place it in the hands of specialists.

17. The firm establishment and maintenance of high physical and intelligence standards in the selection and assignment of personnel for duty in combat positions.

18. Enhancement of the prestige of the commander at the noncommissioned level by a return to a system of titles and insignia that will distinguish the noncommissioned leader from the enlisted technician.

19. Maintain Army Field Forces Boards and the Arctic Test Branch at maximum authorized strength; augment Board No. 2 by an engineer test detachment of enlisted men; prevent personnel of Army Field Forces Boards from being transferred or reassigned by Army commanders without concurrence of the Chief, Army Field Forces; place the operation and supervision of the four Boards under direct control of this Office.

For specialized training of a limited number of combat officers, AFF has detailed selected officers to attend certain civilian universities for study leading to the master's or Ph. D. degrees. Officers with such backgrounds are qualified for liaison duty on research and development projects, for training troops in the use of new technical equipment, and for service on higher staffs and AFF test boards.

Significant among AFF's postwar innovations are the Leaders' Courses, developed for the purpose of discerning and selecting potential leaders early in their military careers, and developing their leadership qualities "through example, instruction, and broadening the scope of their activities." These courses, begun in 1946, are now conducted in all six of the training divisions and at the WAC training center.[4]

Training in air-ground operations has received heavy emphasis in the postwar period. Indoctrination courses in air-ground training have been presented by the Air Force, and demonstrations have been staged before student bodies of service schools. Service school exercises also provide training in the employment of the Infantry-Tank-Artillery team with tactical air support.

Among the larger joint exercises were Assembly and Tarheel. The former permitted personnel of the Army and Air Force to test their proficiency at an intermediate staff level in an actual maneuver. This exercise also tested doctrine and provided field training for an airborne division with tactical and logistical air support. Exercise Tarheel demonstrated the employment, organization and technique of operation of the Fire Support Coordination Center.[5]

Upon OCAFF recommendation that such beneficial cooperation be continued on an expanded scale, the Air Force established a Tactical Air Force Headquarters at Pope Air Force Base, North Carolina, in close proximity to V Corps at Fort Bragg. This headquarters includes Army and Air Force communications units.

"In order to continue to advance in the field of close air support of ground units, it is believed that the Army must have primary interest in the close air support phase of air-ground operations," the Report states. "In order to develop doctrine and gain knowledge and experience in the close air support of ground forces, it is necessary that the proper type of aircraft for this type of mission be determined by the Air Force, assembled into air groups, and made available for joint

training. Both air and ground forces officers must be trained in joint planning and operations. All demonstrations and maneuvers should, whenever possible, include air-ground action in keeping with the basic purpose of the demonstration or maneuver."

Training of the reserve components is a major concern of AFF. In cooperation with the National Guard Bureau, OCAFF last year devised new three-year training programs for National Guard units. These programs provide for each hour of armory and field training and outline a lesson plan for each drill. Field training of 300,000 National Guardsmen during the past summer at 37 training centers was initiated and coordinated by AFF.

Special courses for Organized Reserve Corps personnel during 1949 included mountain training at Camps Carson and Hale, guided missiles training at Fort Bliss and orientation courses for WAC reservists at Camp Lee. More than 50,000 Reserve officers and enlisted men underwent training at 53 Army installations.

"Beginning with pre-war ROTC units in 140 educational institutions, the Reserve Officers' Training Corps has grown under AGF-AFF supervision in the postwar period to 426 units in the Senior Division alone, in 216 institutions, and with a total enrollment of approximately 100,000 students. Enrolled in the Junior Division, consisting mostly of high schools, are more than 50,000 students in 99 schools." Among postwar advances in the ROTC program are improved instruction, "branch material" training (in infantry, artillery, armor, etc.) in the basic course and greater emphasis on field training in ROTC summer camps.

Replacing the familiar "Blues" and "Reds" of pre-war maneuvers, AGF in 1946 developed the idea of a "maneuver enemy." After refinement and field testing, the entirely new Aggressor Force has been incorporated into the training system of AFF. Aggressor Force involves a fictitious aggressor nation with its own ideology, economic and political history and organization (order of battle) of its armed forces. It has distinctive uniforms and is equipped with full-size inflatable rubber models of United States guns, tanks and other material.

Research and Development

Development of equipment for the field army of the future is an important mission of AFF. The user's viewpoint and interest have been held uppermost in the execution of this

responsibility. Replacing the old branch boards are functionally organized test boards, designated Army Field Forces Boards No. 1, 2, 3, and 4. These boards, staffed by technically qualified personnel, conduct tests under simulated combat conditions to avoid adoption of unworthy items which may result in failure in combat.[6] In addition, research and development are carried out by such tactical organizations as the 1st Guided Missile Regiment at Fort Bliss, and by task forces organized for the winter test program. The Arctic Test Branch at Big Delta, Alaska, tests AFF equipment under Arctic and sub-Arctic conditions.

Other Activities

Personnel Policies: OCAFF is "intimately concerned with the formulation and implementation of personnel policies affecting not only the Regular Army, but the Organized Reserve Corps, National Guard and Reserve Officers' Training Corps as well." A board of general officers was appointed in 1947 by the Commanding General, AGF, to seek solutions to the problems of increasing enlistment in the combat arms. As a result of the implementation of this board's recommendations, AFF units

U. S. Army Photograph

A group of recruits undergoing basic training with the 9th Infantry Division, Fort Dix, get their first taste of living in the field.

are now enjoying a reenlistment rate which compares favorably with that of the technical services and the other armed forces.

The board's recommendations also called for initiation of a temporary housing program wherein surplus barracks were to be converted into family quarters; improvement of accommodations for enlisted men; pay increases (brought about this year by the Career Compensation Act of 1949); stabilization of assignments within the combat arms; relief of combat units from maintenance functions not essential to their missions; and improvements in grade structure and opportunities for advancement. Personnel policies developed by the UMT Experimental Unit are being applied in all training divisions to smooth the recruit's transition from civilian to military life.

Logistical Functions: Throughout AFF an intensified program of training in supply discipline has been initiated and is being carried on. AFF also has made numerous studies of Army housing and has evolved a plan for the financing and construction of housing on or near military posts. OCAFF, in a related field, devised a functionally arranged division camp for use in any future emergency. Other studies by OCAFF in the field of logistics have dealt with the loads carried by the infantry soldier, the distances over which a Type Field Army can move while sustaining itself with supplies of fuel and lubricants, and the establishment of an Organized Reserve Corps Logistical Command.

To provide for interchange of ideas and correlation of effort during the postwar period, numerous panels and conferences were convened by AGF-AFF. These included panels considering amphibious, airborne and air defense operations and panels to define the Army position on doctrine, policies and procedures in these fields. Other subjects treated by AFF panels and conferences include: development and employment of artillery and armored weapons; Army equipment requirements in relation to United States industrial production; ROTC; organization, equipment and personnel of evacuation hospitals; military education; Organized Reserve Corps; intelligence; and signal matters.

Articles published in the Army Information Digest dealing with various aspects of Army Field Forces activities:

[1] "Training the Army of Today," April 1949.

[2] "They Read Faster and Know More," July 1949.

[3] "Ground General School Training," June 1949.

[4] "Leadership in the Making," November 1949.

[5] "Victor vs Aggressor in Exercise Tarheel," July 1949.

[6] "Perfecting Ground Weapons," June 1949.

REPRESENTATIVE ARMY DIVISIONS

"IF it becomes necessary to project our power overseas, the first troops to go over will, of course, be the Regular armed forces then on active duty, but those immediately following will have to be obtained, in large part, from the reserve components . . ." This statement by General Omar N. Bradley underscores the importance of maintaining Regular Army divisions in a state of readiness, along with units of the reserve components capable of rapid expansion for early use in combat.

Ten of the Army's divisions typify the combat units which are trained for immediate action in the event of need. These ten are among the forces of all the services which would be called upon in case of war to help "hold the enemy at bay until the power of this country is mobilized." Other units—smaller than division size—which would augment these forces are not included here.

Today five of these divisions are overseas—four in Japan and one in Germany. Whether meeting our Nation's commitments through occupation duty overseas or garrisoning stations within the continental limits of the United States, these divisions are constantly in readiness, training to maintain proficiency in their combat missions.

MAJ. GEN. JOHN E. DAHLQUIST
Commanding General

1st INFANTRY

Oldest of the Army's divisions, the 1st Infantry was activated 24 May 1917 and was the first United States unit in action in France in World War I. After fierce fighting and heavy losses, it ended the war at the point of deepest United States penetration. Concluding occupation duty in Germany in August 1919, it was stationed at Fort Hamilton and then at Fort Devens. On 8 November 1942 the 1st landed at Algiers under fire, secured the beachhead, and participated in the major battles in North Africa. On 10 July 1943 it led the assault that ended with the capture of Sicily. Landing on Omaha Beach on D-Day, units of the 1st sustained 30 per cent casualties in their first hour. In July 1944 it spearheaded the drive to Brittany, and in September it was the first unit to force the Siegfried Line. In the thick of the Bulge fighting, it barred the Germans in their offensive toward Antwerp. After resuming the offensive, the 1st cut through Germany and ended the war in Czechoslovakia. It is now on occupation duty in Germany.

"THE FIGHTING FIRST"

ON GUARD IN GERMANY

82d AIRBORNE

An infantry division in World War I, the 82d was activated 25 August 1917 and went overseas in May 1918. It was heavily engaged in the Argonne and in the St. Mihiel offensive. Its most famous soldier was Sergeant Alvin York. Disbanded after World War I, the 82d was reactivated on 25 March 1942, and on 15 August it was redesignated as airborne. Its first elements entered combat 9 July 1943 with an airborne attack on Sicily. Some elements dropped by air and others landed by boat to reinforce the Salerno beachhead. Subsequently they led Allied forces into Naples. Units of the Division fought up the Volturno River and at Anzio. Hours before D-Day, the 82d Airborne dropped in Normandy. After severe fighting, the Division returned to English bases from which it launched an airborne invasion of Holland. It blunted the northern salient of the Bulge, pierced the Siegfried Line, and advanced to the Mecklenburg Plain. The Division returned to the United States in January 1946 and is now stationed at Fort Bragg.

BRIG. GEN. W. B. PALMER
Commanding General

"ALL AMERICAN"

PARADROP OVER CAROLINA

MAJ. GEN. HARRY J. COLLINS
Commanding General

2d INFANTRY

Activated in France on 26 October 1917, the 2d Infantry Division participated in every major United States action in World War I. At Chateau-Thierry, Soissons, Meuse-Argonne and Belleau Wood, the 2d sustained the greatest number of casualties of any U. S. division. Following occupation duty, it returned to the United States in July 1919. Between the wars the Division was stationed at Fort Sam Houston. On 10 October 1943 it sailed for the British Isles. The 2d landed on the Normandy beachhead 7 June 1944, and after seven weeks of fierce fighting it took a leading part in the siege and capture of the Nazi bastion at Brest. The German Ardennes offensive struck the Division squarely, and the 2nd stood firm at Elsenborn and stopped enemy forces facing it. The Division's counteroffensive forced the enemy across the Roer and finally across the Rhine. The 2d captured Leipzig and ended the war in Czechoslovakia. It returned to the United States in July 1946 and is now stationed at Fort Lewis.

"INDIAN HEAD"

"INVASION" AT PUGET SOUND

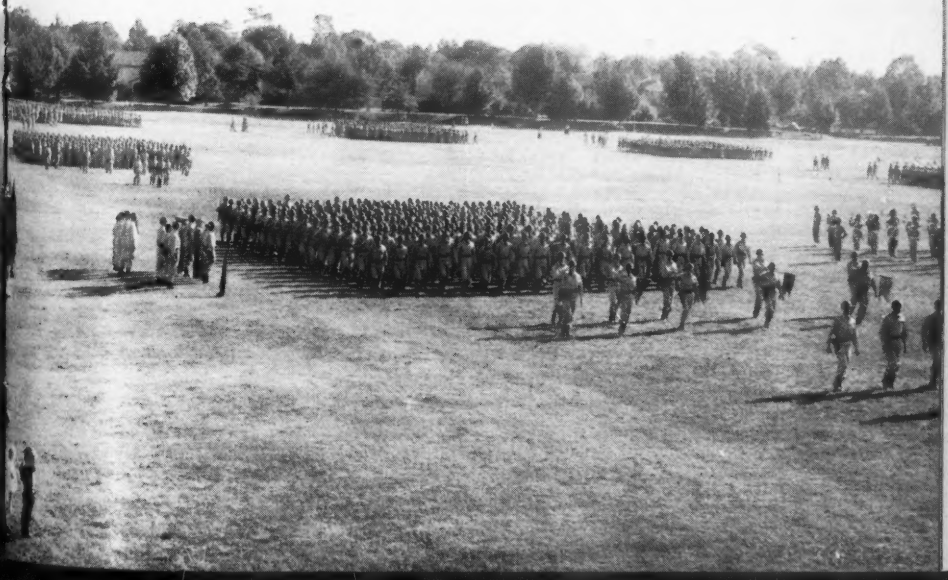
3d INFANTRY

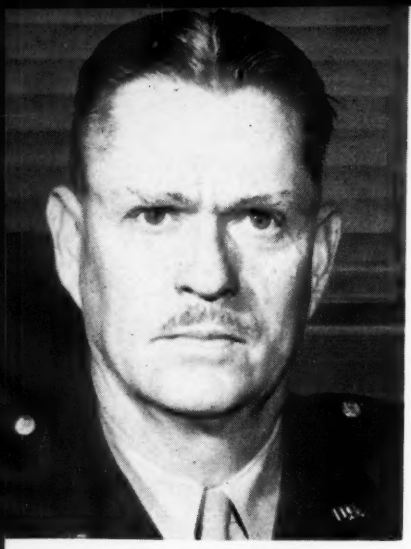
The 3d Infantry Division was activated on 23 November 1917, and went to France the following April. In heavy fighting at Chateau Thierry it won its nickname by holding firm in the face of a strong German drive. It took part in the Champagne-Marne defensive, and in the Aisne-Marne, St. Mihiel and Meuse-Argonne offensives. After occupation duty in Germany, it was stationed in the Northwest between the wars. The 3d spearheaded the African invasion on 8 November 1942. It participated in the conquest of Sicily and pursued the Germans into Italy. Following its landing at Anzio, the 3d maintained its beachhead in the face of furious attacks. An attack by the 3d opened the way to Rome and its troops were the first to enter that capital. On 15 August 1944 it landed in southern France and fought across the Rhine, and through the Siegfried Line to Salzburg. It returned to the United States in August 1946. Now at Fort Benning, the Division also has its 7th RCT at Fort Devens.

MAJ. GEN. PERCY W. CLARKSON
Commanding General

"MARNE DIVISION"

THE 3D DIVISION ON PARADE



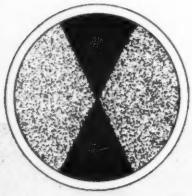


MAJ. GEN. DAVID G. BARR
Commanding General

7th INFANTRY

Activated on 1 January 1918, the 7th Infantry went to France in August 1918 and participated in the Second Army offensive. Following occupation duty it returned home in 1919 and was disbanded in 1923. It was reactivated 1 July 1940 under then Maj. Gen. Joseph Stilwell, and furnished the task force which assaulted Attu 11 May 1943. After securing the Aleutians, the 7th moved to Hawaii from which it assaulted Kwajalein on 31 January 1944. On 20 October 1944 it was among the forces that spearheaded the first United States landings in the Philippines at Leyte. Here the Division overcame bitter resistance in swamps, tropical jungles and rugged mountains. In this operation the 7th killed more than 16,500 of the enemy. It landed on Okinawa 1 April 1945, and engaged in some of the bitterest fighting in the Pacific theater. The Division landed in Korea after the war, where elements patrolled the famous 38th Parallel. It is now on occupation duty in Japan.

"HOUR GLASS"



ON THE MARCH IN JAPAN

24th INFANTRY

Activated as the Hawaiian Division on 25 February 1921, the 24th Infantry has never been in the United States. Elements of the Division saw their first action during the attack on Pearl Harbor 7 December 1941. It moved to Australia in August and September of 1943, and went on the offensive in a landing at Dutch New Guinea on 22 April 1944. By 6 June the Division had killed 1771 and captured 502 of the enemy. Two of its regiments assisted the 41st Division in taking two important airdromes. On 20 October 1944 elements of the 24th formed part of the assault forces that invaded Leyte. Here the Division killed more than 7000 of the enemy. Elements of the 24th invaded Mindoro and Marinduque Islands, and one of its regiments spearheaded the 38th Division's landing on Luzon. Troops of the 24th assaulted Corregidor and fought on Mindanao and smaller islands in the southern Philippines. The Division then went to Japan where it is now on occupation duty.

MAJ. GEN. WILLIAM F. DEAN
Commanding General

"VICTORY DIVISION"

BATTLE TRAINING ON KYUSHU

MAJ. GEN. HOBART R. GAY
Commanding General

1st CAVALRY

Incorporating four of the Army's historic regiments of cavalry, the 1st Cavalry Division was activated on 31 August 1921. The Division arrived in Australia in July 1943 and entered combat as infantry on Los Negros the following February. Here the cavalrymen captured Momote Airstrip and held it against great odds in the face of severe attacks by Japanese Imperial Marines. The Division killed more than 4500 of the enemy in the Admiralties. On 20 October it landed in the assault on Leyte, captured the provincial capital, invaded Samar and fought its way across Leyte. Landing on Luzon in the Lingayen Gulf area on 27 January 1945, the cavalrymen overcame fierce resistance to be the first United States troops to enter Manila. The Division liberated 3700 Allied prisoners from the Santo Tomas University internment camp, and fought on Luzon. On 8 September 1945 it marched into Tokyo, the first American division to enter the city. Recently redesignated as 1st Cavalry (Inf.), the Division is still on occupation duty in Japan.

TROOPERS ON PARADE IN TOKYO

2d ARMORED

The 2d Armored Division, activated 15 July 1940, is one of the pioneers of the Army's Armored Command. Elements of the Division first saw combat in North Africa beginning 8 November 1942; and the Division as a whole entered combat on 10 July 1943 in the Sicilian invasion. The 2d Armored cut the island in two and captured Palermo on 23 July. It sailed from that port on 26 November to England to prepare for the invasion of France. Landing in Normandy on 9 June 1944, the Division decisively defeated opposing German parachute and panzer forces. During July and August it raced across France, drove through Belgium and attacked across the Albert Canal. On 18 September it crossed the German border and the following month breached the Siegfried Line. Fighting in deep snow, the Division helped to reduce the Bulge in January, crossed the Rhine in March and, on 11 April, was the first United States division to reach the Elbe. Returning to the States on 29 January 1946, the 2d Armored is now at Camp Hood.

MAJ. GEN. ALBERT C. SMITH
Commanding General

"HELL ON WHEELS"

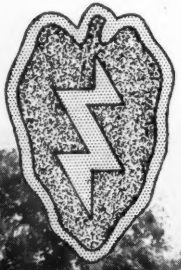
THE 2D ARMORED PASSES IN REVIEW

MAJ. GEN. WILLIAM B. KEAN
Commanding General

25th INFANTRY

The 25th Infantry Division was activated on 1 October 1941 in Hawaii and went into action at Guadalcanal on 10 January 1943. After defeating the Japanese on Guadalcanal and performing garrison duty on that island, elements of the 25th joined in the hard fighting for Munda Airfield on New Georgia. The Division then took part in the epic 19-day march through almost impenetrable jungle to secure the harbor of Bairoko. In September 1943 troops of the 25th participated in the capture of Arundel Island while other units of the Division secured Vella LaVella under intense enemy air attacks. In October the 25th went to New Zealand for recuperation, and the following February moved to New Caledonia for further training. On 17 January 1945 the 25th went into action on Luzon where it engaged in fierce fighting, repulsing a determined banzai attack. In northern Luzon the 25th besieged and, after scaling 1500-foot ridges, took the pass into Cagayan Valley on 13 May. The Division is now on occupation duty in Japan.

"TROPIC LIGHTNING"



ON BATTLE MANEUVERS IN JAPAN

11th AIRBORNE

The 11th Airborne Division, activated on 25 February 1943, arrived in New Guinea in May 1944 where it was held in reserve until the Leyte operation. Landing at Leyte 18 November 1944, it engaged in bitter fighting in tropical rains and mud. Here the Division killed more than 5700 Japs with a loss of only 129 troopers. In January 1945 the 11th Airborne made an amphibious landing on Luzon and drove through heavy resistance to Manila. The first combat jump by an element of the Division was made on 3 February during the drive on Manila. In a brilliant combined assault by land, sea and air on 23 February the 11th Airborne liberated 2147 Allied internees at Los Banos prison camp. A later jump was made at Aparri where a combat landing with gliders was made. The Division staged at Okinawa for Japan, where its first elements landed 30 August 1945 to begin the Japanese Occupation. After duty in Japan, the 11th Airborne arrived at New Orleans on 19 May 1949 and is now at Camp Campbell.

MAJ. GEN. WILLIAM M. MILEY
Commanding General

"THE ANGELS"

AIRBORNE

11

ENPLANING FOR A PRACTICE DROP

ORGANIZING RESEARCH FOR DEFENSE

By

SAMUEL J. ZISKIND

AMONG the throngs arriving daily at Washington's National Airport and at the Capital's Union Station, these emissaries from the realms of science and technology pass unnoticed. That man in the tweeds, with the iron-gray at the temples, is the director of research of a major petroleum producing company. That lean, business-like figure with the brief case is the director of aeronautical research at a West Coast university. Flagging down a taxicab to The Pentagon, there may be a Yale professor of medicine, a Harvard expert on transportation, the head of a famous technical institute, the president of a Cleveland manufacturing company. Periodically, these men from the factories, campuses and laboratories converge on Washington for meetings with top-level officers of the Armed Forces. One overriding, impelling purpose animates them—the strengthening of United States defense. The professional skills that helped bring the Nation to its peak of industrial supremacy are now leagued in another endeavor—the task of maintaining the Nation's military effectiveness through a continuing program of research and development.

Meeting in 16 committees and some 100 technical panels in a restricted area of The Pentagon, these civilian experts, research specialists and leaders in basic research sit down with the military experts for a searching analysis. Carefully they appraise the direction and quality of the research and development being carried on by the Armed Forces. Like the board of directors of a huge industrial enterprise, they guide and coordinate the expenditure of vast sums. For Fiscal Year 1950, exclusive of some $150,000,000 being spent for research by the Atomic Energy Commission, the Department of Defense budgeted $550,000,000 for research and development—about four cents out of every defense dollar. Exercising overall staff advi-

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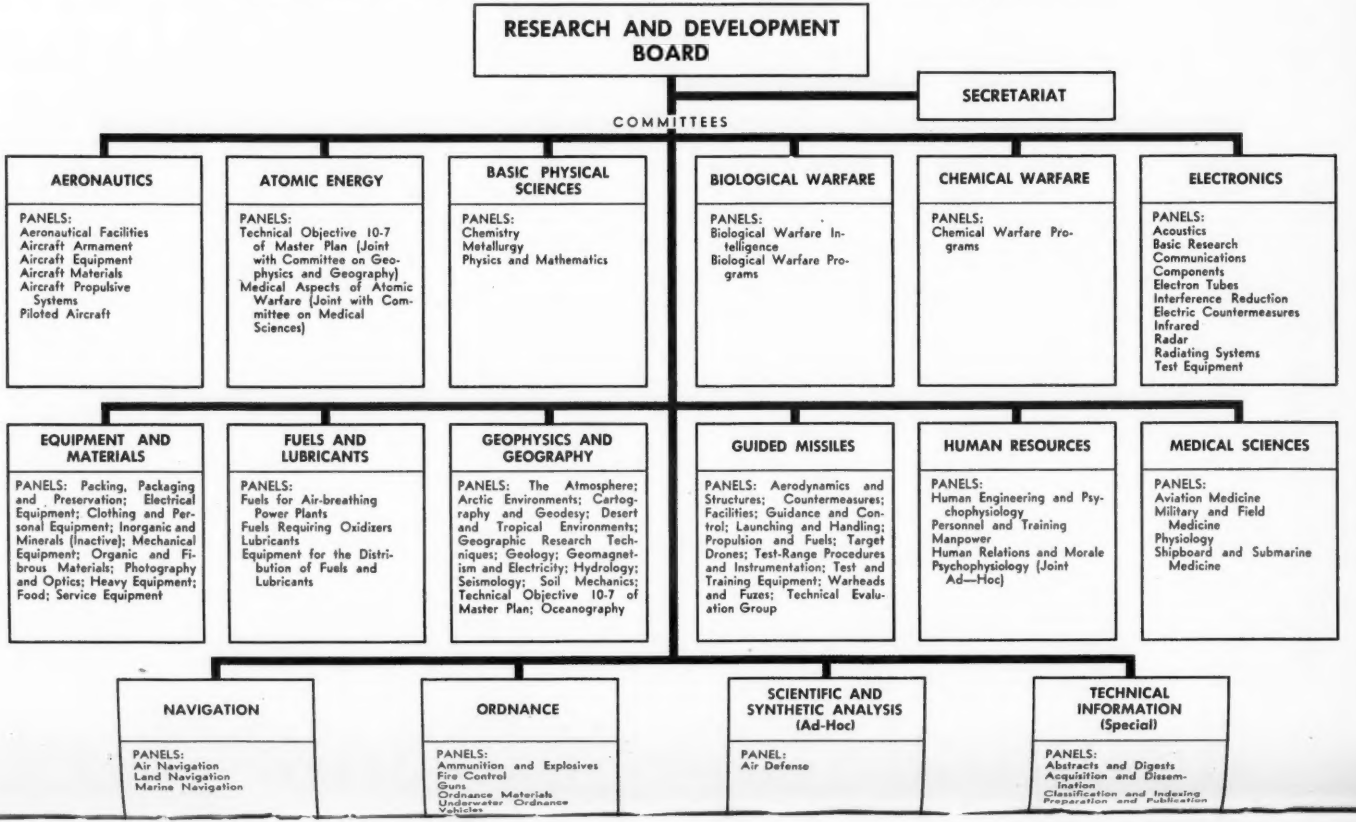
sory functions, the Research and Development Board coordinates the research budgets of the Army, Navy and Air Force.

But more than budgets and dollars are involved. Framed within strategic guidance from the Joint Chiefs of Staff, the recommendations by the Research and Development Board are made available to military planners on the Joint Chiefs of Staff. These recommendations have a profound influence on the Nation's future security. Implicit in every budgetary consideration is a judgment and a prophecy on the nature of future warfare. What proportion of available funds, for example, should go into the development of long-range guided missiles? How much should be spent in exploring defense measures against guided missiles? Should the services underwrite further research in preventive medicine or should more attention, budget-wise, be focused on weapons for defense? With the conquest of the sonic barrier, what types of research need to be expanded? These are only a few of the areas of fundamental inquiry with which the Board's scientific consultants and military experts are concerned. The answers—emerging from Army, Navy and Air Force laboratories and from research centers of universities and foundations under contract to the Armed Forces—take the form of tested and approved "engineered prototypes." These new items are precursors of the mass-produced weapons and devices that augment the striking power of our soldiers, sailors and airmen. Thus the fundamental decisions quietly arrived at in conferences and committee meetings will be an unseen determinant shaping the outcome of any future total war.

The Research and Development Board is not an official repository of pushbutton warfare, nor is it primarily concerned with the development of strange new weapons. Its role is directed at filling the obvious gaps in fundamental research and with eliminating unnecessary duplication in research carried on by the services. It aspires to advance the frontiers of fundamental research from which new developments grow. As often happens in modern technology, the findings of pure research frequently serve practical ends. It was an ancient geometrician's formula, *pi,* indicating the relationship of the diameter to the circumference, that helped span the Golden Gate; and it was Einstein's concept of mass and energy that helped unlock the energy potential within the atom.

World War II demonstrated, vividly and conclusively, the interrelationship of technological developments and strategy.

Organization for Research and Development



But while strategic planning was already a well-established staff function in the military services, the need was apparent for some comparable staff organization to channel the services' efforts in the field of technological development.

Such an agency, known as the Joint Research and Development Board, was created by the Secretaries of War and Navy—then Robert P. Patterson and James V. Forrestal. Dr. Vannevar Bush was first chairman of the JRDB. He also had headed the Office of Scientific Research and Development—an agency which was set up under the pressure of the war emergency to direct the Nation's technological effort and which functioned brilliantly until inactivated following World War II. With the passage of the National Security Act of 1947, the Joint Research and Development Board was given statutory authority as the Research and Development Board. Among other functions, it is charged with preparing "a complete and integrated plan for research and development for military purposes."

The organization consists of a seven-man Board comprising a civilian chairman, appointed by the President, and two representatives of each of the three military Departments.* Reporting to the Board are sixteen committees, covering such fields as aeronautics, guided missiles, human resources, medical sciences, and electronics. (See Chart) Most committees are composed of three civilians plus two officers each from the Army, Navy and Air Force. The military members are usually of general or flag rank; and the civilian participants are high ranking executives, eminent scientists or engineers from American industries and universities, most of whom serve without pay. The committees function on a part-time basis, meeting at six-week intervals or oftener, as required. Their staff work is performed by permanent full-time secretariats operating at the Board headquarters in The Pentagon.

Reporting to these committees, in turn, are some 100 technical panels, likewise composed jointly of civilian and military members. They deal with such varied specialties as mate-

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* Until recently, Dr. Karl Compton was Chairman, Research and Development Board. Other members are: The Honorable Archibald S. Alexander and General Mark W. Clark, Army members; The Honorable Dan A. Kimball and Rear Admiral R. P. Briscoe, Navy members; and The Honorable Arthur S. Barrows and Lieutenant General Benjamin W. Chidlaw, Air Force members. Administrative detail is handled by a Board Secretariat, consisting of an executive secretary, a deputy executive secretary, and an Army, Navy and Air Force secretary of general or flag rank.

rials packaging, radar, metallurgy, aircraft propulsive systems, psychological warfare and geophysics. The entire Research and Development Board organization comprises about 250 full-time and 2500 part-time members.

Basic to the preparation of the Board's "integrated plan for research and development" is a two-way flow of information among the Joint Chiefs of Staff, the military Departments, and the Board and its committees. The Joint Chiefs of Staff, after studying all possible military eventualities, forward to the Research and Development Board its estimates of the relative strategic importance of the various major types of military operations. Each of the major categories of military operations—amphibious landing, sea combat, strategic air, atomic warfare and ground combat, for example—are assigned numerical priorities in the light of current strategic plans. The Board's Planning Division breaks down these main operational categories into more than 200 principal technical objectives or requirements—radar, submarine detection devices, anti-aircraft weapons, airplane engines and the like. Each of these objectives is assigned a rating reflecting its strategic importance, its military adequacy in its current state of development, and the promise of improvement or refinement under further development. If existing equipment supporting a specific objective is fairly adequate, that objective would be given a lower priority than a technical objective in a critical area which gives reasonable promise of further improvement. On the other hand, a low priority project which gives promise of early completion nonetheless might be assigned a relatively high priority in order to hasten its fulfillment.

The combined estimates, incorporating both the strategic thinking of the Joint Chiefs and the technical judgment of the Board, are made available to the Departments for their guidance in budget planning. In addition, guidance reports are issued by the committees indicating the gaps in research which should be filled or the shifts in emphasis which would be desirable.

Taking cognizance of the Board's guidance reports and working within the framework of budget planning figures set by the Secretary of Defense, the Departments prepare their detailed preliminary budgets, project by project. These budgets are reviewed by the Board committee concerned with that particular area of research. Their recommendations then are studied by the Board staff which carefully weighs the appor-

tionment of available funds against the strategic objectives set forth by the Joint Chiefs of Staff.

Typical are the problems encountered by the Committee on Medical Sciences. This Committee comprises five panels, any or all of which may be asked to initiate recommendations bearing on the preparation of guidance reports and budget recommendations. In view of the increased speed and range of fighter planes, the panel on aviation medicine, for example, is asked to recommend whether further research should be undertaken to determine how many gravitational units an airman can stand.

The panel on environmental physiology meets to consider the amount of emphasis, budget-wise, to be given to research in arctic as against tropic survival. Available data on the problem of fatigue, it advises, should be channeled to the panel on aviation medicine for a study of fatigue complicated by anoxia, and to the panel on shipboard and submarine medicine for a study of fatigue complicated by motion sickness. The panel on military and field medicine, meanwhile, confronted with two projected budgets for research in air transportability of medical equipment, recommends that the research be handled by one service and that the findings be made available to the others.

While some committees, such as the one on Medical Sciences, are concerned with a single, highly technical field, other committees cover a wide gamut of diversified subjects. The Committee on Equipment and Materials, for example, is charged with improvements in food, clothing and the many items of every day use upon which the serviceman is dependent for his comfort, health and efficiency. Included in its scope are packaging, power supply, construction and storage requirements under all environmental conditions.

The Special Committee on Technical Information, meanwhile, explores new methods of classifying, indexing and researching technical information. Classification systems ranging from relatively simple punch card indexes to electrical computing machines are evaluated in order to determine the most efficient method of collating various types of scientific data.

Research and testing carried on by the services at such stations as the White Sands Proving Ground, the Quartermaster Food and Container Institute, the Engineer Research and Development Laboratories, the Armed Forces Medical Equipment

Laboratory, Aberdeen Proving Ground, Wright-Patterson Air Force Base and the Naval Underwater Research Laboratory are but one phase of Armed Forces research. For the most part, basic research projects are farmed out on a contract basis to civilian organizations—universities, non-profit research institutes and industrial firms. More than three-fourths of the Air Force research budget, for example, goes for projects conducted under contract with civilian institutions.

A project reporting system, initiated by the Joint Research and Development Board in 1946, enables the Board to coordinate the research and development programs of the three Departments. From the more than 15,000 projects initially reported to the Joint Research and Development Board, duplicate, inactive or cancelled projects have been screened, leaving about 12,700 research projects on the Board's current list. Of this total, some 3100 are Army, 2200 are Air Force and 7400 are Navy projects. During Fiscal Year 1948, the average one-year monetary expenditure for each project was $40,000. The Navy's average cost for each project was $36,000; the Army's, $37,000; while the average Air Force cost was $76,000, reflecting the more expensive equipment used. With the information centrally compiled, the way has been paved for a cross-exchange of information among the services. The cards, kept current by means of progress reports from the military departments, are available to the committees and panels having primary interest.

The Board maintains close liaison with other agencies of the Defense Establishment. For the Joint Chiefs of Staff, the Board prepares its Consolidated Technical Estimates—a forecast of the significant improvements that may be expected in the performance of our weapons, weapons systems and techniques over specified periods in the future. Assuming continuing research at the current level and barring significant changes in emphasis, the Board committees project an estimated date at which time an "engineered prototype" or development model will be available for service tests. Concurrently, the Munitions Board is kept informed of scheduled developments which might affect production facilities or the requirements for strategic or critical materials. The Munitions Board, in turn, keeps the Research and Development Board advised on anticipated shortages of materials that may require special efforts for the development of substitutes. Liaison also is maintained with the Atomic Energy Commission, the National Advisory Committee

for Aeronautics, the Departments of Commerce, Agriculture, Interior, and other Government agencies.

Recently, the Board's authority was strengthened by a directive of the Secretary of Defense, giving the Board authority to determine whether its program is being carried out by the military Departments. The Board is now empowered to direct changes in the programs of the services, including the initiation of new projects, the increase of effort in certain areas and the decrease or curtailment of effort in other areas. Heretofore this function was exercised by advisory recommendations.

The Board's guidance reports and the budget planning figures provided by the Secretary of Defense have done much to eliminate the guesswork and repetitive effort which entered into budget preparation in the past. This year, for the first time, the three Departments are basing their budgets on the same breakdown of subject fields—namely, the two hundred technical objectives outlined by the Board. With all budgets arranged in the same pattern, a more searching comparison and analysis is possible. Once the departmental budgets have been finally approved by the Secretary of Defense and the Bureau of the Budget, they go to the Congress at its next session as the research and development part of appropriations recommended for the Defense Establishment in the President's budget. Action by the Congress establishes the research and development budget for the ensuing fiscal year.

Membership of outstanding civilians and military experts on the Board has led to a cross-fertilization of civilian thinking with the military. The outside experts bring to the meetings a knowledge of new developments in process in the civilian field. Productive achievements, unheralded in any progress report, result when the Army, Navy and Air Force parallel numbers in research sit down at the same table for a study of mutual problems. As a result of these conferences, new avenues of research may be explored; or, conversely, where research efforts planned by one service are already under way by civilian or other service agencies, such duplicating research may never be started. Informally, through these meetings, much time is saved and many problems are ironed out. The bringing together of experts from the civilian world and from the three services is itself a most significant development, adding a new dimension—the scientific approach— to our strategic planning for the future.

Reprints of this article are available on request to the Editor.

MATS -- UNIFICATION IN AIR TRANSPORT

By

STAFF SERGEANT LARRY O'TOOLE

AS THE C-54 clears the runway at Rhein-Main Air Force Base near Frankfurt, the passengers settle down for the long but speedy haul across the Atlantic. Aboard is an Army colonel and his wife, a State Department courier, a Naval attache returning on an emergency mission, a civilian employee of the Office of the High Commissioner for Germany. An Army sergeant with arm in sling is being evacuated to the States for medical treatment. Aboard, too, are pouches of mail from EUCOM Army Post Offices and crates of Army and Air Force equipment being shipped to the States for servicing or repair. This plane is manned by an Air Force crew, but the one following it, an R5D, carries an equally variegated cargo and is staffed by a Navy crew. Two years ago one aircraft bore the insignia of the Air Transport Command; the other was in the Naval Air Transport Service. Today both display the familiar MATS of the Military Air Transport Service. In microcosm, the planes, passengers, crews and cargoes typify the teamwork that in little more than eighteen months has made the Military Air Transport Service a pioneer example of an outstandingly successful integrated Armed Forces operation.

The Military Air Transport Service comprises a team of more than 50,000 Navy, Air Force and civilian personnel—pilots, communicators, mechanics, dispatchers, airfield maintenance workers, weather observers—who service, maintain and fly more than 900 planes over a world-wide network of some 750 units, varying from large bases with two-star commanders to isolated communications and weather outposts supervised by experienced and capable sergeants. This globe-circling organization transports members of the Armed Forces

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STAFF SERGEANT LARRY O'TOOLE, USAF, is on the public information staff of Military Air Transport Service.

and other personnel on Government business quickly and surely to their destinations.

MATS has a four-fold mission. It provides global air transportation of essential cargo, mail and personnel—including the evacuation of the sick and wounded—for the entire Defense Establishment. It provides communications, weather observations and air rescue support for Air Force operations worldwide, and flight-traffic supervision for all military aircraft within the United States. It operates air bases and ports of aerial embarkation in the United States and certain air transport bases overseas. In the latter connection, MATS administers the Newfoundland Base Command, with activities in Newfoundland, Labrador and Greenland; and United States bases at Tripoli, Libya; Dhahran, Saudi Arabia; and elsewhere. Finally, it develops plans and requirements for air transport equipment and operations in cooperation with civilian, Government and other military agencies.

Organized under authority of the National Defense Act of 1947, MATS was formed by integrating the Air Transport Command and the Naval Air Transport Service in June 1948. The consolidation ordered by former Secretary of Defense Forrestal was unique in that it marked the first time that major units of separate services had been joined in a single permanent organization with a common mission. With the formation of MATS, the four Air Force technical support organizations—Airways and Air Communications, Air Weather Service, Air Rescue Service and Flight Service—were brought under MATS command. MATS itself is a major command of the United States Air Force.

From its headquarters at Andrews Air Force Base, near Washington, the MATS global air route command operates through three major air transport divisions: Atlantic, Continental and Pacific. In MATS headquarters and its three divisions, both Navy and Air Force officers hold positions of responsibility. Major General Laurence S. Kuter, USAF, is MATS Commander and Rear Admiral John P. Whitney, USN, is Vice-Commander. On the operating level, Air Force-Navy integration is found in the transport phase of MATS only, the four supporting services being wholly Air Force organizations.

Cargo and passenger traffic originating in the United States moves over MATS domestic feeder and trunk routes to ports of aerial embarkation where oversea passengers are processed for their journey.

Traffic entering MATS international routes moves according to a priority schedule, under which the requirements of and allocations to oversea commands are balanced against MATS airlift capabilities. Area priority boards screen the urgency of requests from using agencies and forward other than routine requests to the Joint Air Transport Requirement and Allocations Committee in Washington, which makes the final decision on allocations. MATS is only the carrying agency. Its customers—the theaters, commands and agencies of the Defense Establishment—determine who and what moves in MATS planes over MATS routes. It may carry anything from fresh vegetables or a State Department official to a bottle baby en route with his mother to join an Army husband and father at Tokyo or Asmara. A MATS plane leaving Frankfurt last September had on its passenger list Joan, Joyce and Judith, eleven-month-old triplets, traveling with their warrant officer father, their mother and an older sister, for their first glimpse of America.

Transport operations of the Atlantic Division are directed from headquarters at Westover Air Force Base in Massachusetts, the northeastern port of aerial embarkation. Atlantic Division routes spread generally east and south, with stops at such bases as Harmon AFB, Newfoundland; Keflavik, Iceland; Kindley

Boeing Company Photograph

Interior view of a MATS C-97 (Boeing Stratocruiser) during a flight on the Pacific Division.

AFB, Bermuda; Lagens Air Transport Station in the Azores; Burtonwood, England; Paris; Frankfurt; Rome; Athens; Tripoli and Dhahran.

At Dhahran connection is made with the western limits of the Pacific Division which has its headquarters at Hickam Air Force Base in Hawaii. This Division operates scheduled air routes from Dhahran across India and Siam to the Philippines, Okinawa, Tokyo, Guam, Kwajalein, Johnston Island and Honolulu, terminating at Fairfield-Suisun AFB in Fairfield, California.

Domestic schedules are maintained by the Continental Division from headquarters at Kelly AFB, San Antonio, Texas. These flights link the three ports of aerial embarkation at Fairfield-Suisun, Mobile and Westover. In addition, the Continental Division provides essential airlift for military forces in Alaska. Other Continental Division flights based at Brookley AFB, Mobile, Alabama, link the Canal Zone, Puerto Rico and South America.

Integral to MATS operations are four supporting services which also serve the Air Force commands. Air Weather Service, as its name implies, disseminates forecasts and information on weather conditions world-wide. Its planes cover an average of 14,000 miles a day on weather reconnaissance flights, charting the course of Atlantic hurricanes, Pacific typhoons and weather conditions over the United States at the 40,000-foot level. (See "We Shall Have Weather," January 1948 DIGEST.) Data gathered by AWS is transmitted by the Airways and Air Communications Service which also operates navigational aids for aircraft, including the ground controlled approach radar procedures by which planes are guided to safe landings in bad weather. Not only do AACS and AWS operate at all MATS stations; they also have detachments on duty at all Air Force bases and at scores of isolated stations around the world.

Air Rescue Service, another supporting element of the MATS team, is staffed by trained personnel equipped to locate and rescue airmen downed at remote points. ARS equipment—especially designed for sea, mountain, arctic or jungle rescue operations—ranges from lifeboat-carrying B-17s to ski-equipped liaison planes and helicopters. A typical ARS operation was the rescue late in 1948 of twelve airmen marooned on the Greenland ice cap after the crash of a C-47 transport. The survivors were brought out in a ski-equipped C-47 with jet-assisted take-off.

Flight Service, the fourth member of the supporting quartet, maintains a far-flung system of traffic control of military aircraft in flight over the United States. (See "Flight Service Brings Them In," September 1949 DIGEST.)

Three weeks after the MATS team was established, the organization met a supreme test—the Berlin blockade. In meeting the unprecedented requirements of Operation Vittles, MATS marshaled the bulk of its resources, including air crews, aircraft and technical experience for the augmentation and support of the Airlift.

Initially, a complement of 72 C-54 transports and 2500 personnel were sent to Germany to assist in organizing an Airlift Task Force. Later, 73 additional C-54s were sent over, including two Navy squadrons. Transport aircraft ultimately added (for which MATS assumed accountability) finally raised the number of four-engine transports in the Berlin air supply train to 319.

Of this total, 19 planes were used in the MATS pilot and aircrew replacement training program at Great Falls Air Force Base in Montana. Seventy-five C-54s usually were moving in the maintenance pipeline while the remaining 225 aircraft were on hand at all times in Europe for use in the Airlift. Seventy per cent of the C-54 aircraft and 62 per cent of the Navy R5D (C-54) transports assigned to MATS were used in Operation Vittles.

MATS, meanwhile, continued to provide world-wide sched-

USAF Photograph

Three civilians, an airman, and a Naval mechanic crew-member make minor repairs on a Navy plane at Westover Air Force Base before the take-off for Europe.

uled service—on a reduced scale—over all routes except two that were temporarily discontinued. When the Airlift closed down on 30 September 1949, MATS redeployed its blockade-busting crews and air fleets and began to re-establish normal service over its 70,000 miles of air routes.

The Berlin Airlift is the most recent example of strategic airlift—the concentrated and sustained air movement of critical cargo or personnel into or from a particular area. Contrasting with this type operation, MATS normal air transport activities are known as scheduled airlift.

With the release of planes and crews from the Berlin Airlift, increased facilities have been made available for the air transportation of Armed Forces sick and wounded. Under a recent directive of the Secretary of Defense, all patients en route from oversea areas will be moved by air when practicable. MATS is charged with this responsibility.

The MATS air fleet today totals more than 900 airplanes, representing some twenty models. Transport planes are the principal type, headed by the C-54 (Navy R5D), veteran workhorse of the Himalayan "Hump," Operation Vittles and MATS trunk lines; and the old reliable C-47 which MATS employs chiefly in domestic feeder flights.

While the C-54 is expected to remain the standby of the MATS fleet during the next several years for long-range transport as well as medical evacuation, newer types are found in the MATS divisions in smaller numbers. These include the C-74 (Douglas Globemaster), a heavy transport capable of carrying more than twenty tons of cargo. This aircraft was used extensively in long-range support of Operation Vittles, especially to carry engine replacements.

Other principal types of planes include the C-121 (Lockheed Constellation), used on the trans-Atlantic run; the C-97 (Boeing Stratocruiser), a high-altitude, high-speed aircraft with a capacity of 137 troops or 73 litter cases, at present used on Pacific Division flights; and the C-82 (Fairchilds Boxcar), a high-wing, squared-fuselage, twin-engine utility cargo and personnel carrier for air rescue operations.

In its mission of providing air transportation as required by the Department of Defense, the MATS global air route provides a flexible framework of facilities, aircraft and personnel. This broad, operating nucleus can be either rapidly concentrated to meet a local peacetime emergency or expanded as necessary to meet the requirements of a nation at war.

ARMED FORCES FUNDS FOR FISCAL YEAR 1950

Passed by the Congress on the eve of its adjournment, the National Military Establishment Appropriation Act, 1950 (Public Law 434—81st Congress) was signed by the President on 29 October 1949. The law appropriates $12,945,862,000 cash and $2,636,301,000 contract authority (total: $15,582,163,000) for military functions of the Office, Secretary of Defense, the Army, the Navy and the Air Force for Fiscal Year 1950.

In addition, the Supplemental Appropriation Act, 1950 (Public Law 358) approved 14 October, and the Second Supplemental Appropriation Act, 1950 (Public Law 430) enacted 28 October, included appropriations for the Department of Defense of $106,000,000 cash and $116,613,000 contract authorization (total: $222.613,000).

The total new obligation authority available to the Department of Defense in FY 1950 under these Acts is $13,949,610,000. The laws provide: $11,196,696,000 cash for current spending, $1,855,166,000 cash to liquidate contracts entered into in prior years, and $2,752,914,000 in contract authority, as follows:

	New Cash	New Contract Authority	Total New Obligational Authority
Office, Secretary of Defense	$ 191,450,000	.....	$ 191,450,000
Department of the Army	4,192,644,000	$ 48,364,000	4,241,008,000
Department of the Navy	3,568,216,000	658,960,000	4,227,176,000
Department of the Air Force	3,244,386,000	2,045,590,000	5,289,976,000
TOTAL, DEPT. OF DEFENSE	$11,196,696,000*	$2,752,914,000	$13,949,610,000*

* Does not include $1,855,166,000 to liquidate contracts entered into in prior years.

In addition, Public Law 434 also provides or modifies other appropriations for national defense, as follows:

	New Cash	New Contract Authority	Total New Obligational Authority
National Security Council	$ 200,000	.....	$ 200,000
National Security Resources Board	3,500,000	.....	3,500,000
Stockpiling of Critical Materials	275,000,000*	$150,000,000†	425,000,000*

* Does not include $250,000,000 to liquidate contracts entered into in prior years.
† After reduction by $100,000,000 as directed by Public Law 434. The original appropriation was $250,000,000 as authorized in the Treasury and Post Office Department Appropriation Act, 1950 (Public Law 150) approved 30 June 1949.

The following table shows the salient features of the National Military Establishment Appropriation Act and the allocations affecting the Department of Defense in the two supplemental appropriation acts:

(Thousands of Dollars)

	President's Request FY 1950 Budget	1950 Supplemental † Appropriations	Total FY 1950 Appropriations
OFFICE, SECRETARY OF DEFENSE:			
Salaries and expenses	$11,450	.....	$ 11,450
Retired pay, Army, Navy, Marine Corps, Air Force*	.....	.....	180,000
Total, OSD	$11,450	.....	$191,450

(Thousands of Dollars)

	President's Request FY 1950 Budget	1950 Supplemental † Appropriations	Total FY 1950 Appropriations
DEPARTMENT OF THE ARMY:			
Contingencies of the Army	$ 44,169	.....	$ 44,169
General Staff Corps	3,395	.....	6,895
Finance Department	1,570,550	.....	1,552,043
Quartermaster Corps	696,407	.....	607,877
Cash for prior contract auth	25,000	.....	25,000
Transportation Corps	364,000	.....	305,602 [a]
Signal Corps	157,390	.....	147,062
Cash for prior contract auth	50,000	.....	50,000
Medical Department	68,031	.....	65,049
Corps of Engineers	317,595	.....	301,679
Military Construction	11,737	$32,000	42,177
Cash for prior contract auth	75,000	.....	75,000
Unfinanced contract authority	.....	(48,364)	(48,364)
Ordnance Department	687,852	.....	660,000
Cash for prior contract auth	70,000	.....	70,000
Chemical Corps	36,301	.....	35,000
Army Field Forces	4,457	.....	4,271
U. S. Military Academy	8,524	.....	8,209
Reserve Components:			
National Guard	216,000	.....	216,000
Organized Reserve	115,000	.....	115,000
ROTC	25,000	.....	25,000
Natl Bd, Promotion of Rifle Practice	160	.....	272
Salaries and contingent expenses, D/A	58,308	.....	56,339
Total, Appropriations	$4,695,876	$32,000	$4,412.644
Less cash for prior contract authority	220,000	.....	220,000
Cash avail for new obligations	$4,475,876	$32,000	$4,192,644
Unfinanced contract authority	.....	48,364	48,364
New obligational authority	$4,475,876	$80,364	$4,241,008
DEPARTMENT OF THE NAVY:			
Office of the Secretary	$ 38,262	$ 3,000	$ 40,239
Office of Chief of Naval Operations	8,430	.....	8,356
Office of Judge Advocate General	1,575	.....	1,530
Office of Naval Research	44,506	.....	44,033
Bureau of Naval Personnel	1,357,924	.....	1,240,827
Bureau of Ships	368,763	30,000	410,076
Cash for prior contract auth	203.000	.....	178,907
Unfinanced contract authority	(15,000)	.....	(15,000)
Bureau of Ordnance	231,253	.....	225,498
Cash for prior contract auth	135.000	.....	128.259
Unfinanced contract authority	(32,000)	.....	(32,000)
Bureau of Supplies and Accounts	481,347	.....	447,661
Bureau of Medicine and Surgery	40,972	.....	39,966
Bureau of Yards and Docks	177,308	10,000	180,416
Cash for prior contract auth	35,000	.....	35,000
Unfinanced contract authority	(20,000)	(15,414)	(35,414)
Bureau of Aeronautics	624,121	.....	620.140 [b]
Cash for prior contract auth	418,000	.....	418,000
Unfinanced contract authority	(476,546)	.....	(575,546)
Headquarters Marine Corps	329,345	.....	309,374
Total, Appropriations	$4,494,806	$43,000	$4,328,382
Less cash for prior contract authority	791,000	.....	760,166
Cash avail for new obligations	$3,703,806	$43,000	$3,568.21[c]
Unfinanced contract authority	643,546	15,414	658,960
New obligational authority	$4,347,352	$58,414	$4,227,176

	(Thousands of Dollars) President's Request FY 1950 Budget	1950 Supplemental † Appropriations	Total FY 1950 Appropriations
DEPARTMENT OF THE AIR FORCE:			
Construction of aircraft and related procurement	$ 225,000	.....	$ 225,000
Cash to liquidate prior contract authority	875,000	.....	875,000
Unfinanced contract authority	(1,415,000)	.....	(1,992,755)
Special procurement	126,139	.....	125,797
Maintenance and operations	1,068,864	.....	1,143,858
Military personnel	1,201,000	.....	1,201,000
Research and development	215,000	.....	233,000
Air Force Reserve	82,000	.....	77,630
Air ROTC	11,700	.....	11,677
Air National Guard	115,000	.....	114,690
Salaries, expenses, administration	58,425	.....	57,242
Other miscellaneous	35,759	$ 31,000	54,492 [c]
Unfinanced contract authority	.....	(52,835)	(52,835)
Total appropriations	$4,013,887	$ 31,000	$ 4,119,386
Less cash for prior contract authority	875,000	.....	875,000
Cash available for new obligations	$ 3,138,887	$ 31,000	$ 3,244,386
Unfinanced contract authority	1,415,000	52,835	2,045,590
New obligational authority	$ 4,553,887	$ 83,835	$ 5,289,976 [d]
NATIONAL MILITARY ESTABLISHMENT, TOTAL:			
Cash appropriations	$13,216,019	$106,000	$13,051,862
Less cash for prior obligations	1,886,000	.....	1,855,166
Cash available for new obligations	$11,330,019	$106,000	$11,196,696
Unfinanced contract authority	2,058,546	116,613	2,752,914
New obligational authority	$13,388,565	$222,613	$13,949,610 [d]

* Transferred from "Retired pay, Army"; "Retired pay, Navy"; "Retired pay, Marine Corps"; and "Retired pay, Air Force" for consolidation in one "Retired pay" item, Office of the Secretary of Defense.

† Includes Public Laws 358 and 430.

[a] Excludes $32,000,000 of the unexpended balance of the appropriation "Transportation Service, Army, 1949," which shall remain available until 30 June 1950 and shall be merged with the 1950 appropriation.

[b] Excludes $20,000,000 which may be transferred from other Navy appropriations.

[c] Excludes $50,000,000 obligational authority which may be transferred into the appropriation "Acquisition and Construction of Real Property" from other Air Force appropriations.

[d] Includes $735,754,000 appropriated by the Congress for ten additional Air Force groups but frozen by directive of the President to maintain the 48-group Air Force recommended by the Chief Executive in his budget message.

NOTE: Figures in the table are rounded to nearest thousand and will not necessarily add to totals.

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INDEX TO VOLUME IV

A complete index of The DIGEST issues published during 1949 has been prepared in matching format, and is available on request to the Editor, ARMY INFORMATION DIGEST, Carlisle Barracks, Pa. Back numbers of The DIGEST, so far as stock permits, are available, on request to the Editor.

DIGEST OF LEGISLATION

Prepared for The DIGEST by Joseph M. Howorth,
Legislative and Liaison Division, Department of the Army

¶*Assistance to Local School Agencies. (Public Law 306—81st Congress)*

Authorizes Federal assistance to local school agencies providing educational opportunities for children on Federal reservations or in defense areas. Appropriates $7,500,000, to be distributed by the General Services Administration to certain local school agencies overburdened financially because of war or defense-incurred school enrollments or because of reduction in school revenues resulting from the acquisition of land by the Federal Government.

¶*To Authorize Advances of Pay to Armed Forces Personnel Upon Permanent Change of Station. (Public Law 318—81st Congress)*

Authorizes advances of pay to officers and enlisted personnel of the Armed Forces upon permanent change of station or upon assignment to duty at distant stations where pay cannot be regularly disbursed, such advances being limited to three months' pay in any one case. Provides that administrative regulations shall be uniform among the Departments insofar as practicable. Further prescribes that any advances not earned before separation or death shall remain a debt due the United States from the serviceman or his estate.

¶*Mutual Defense Assistance Act of 1949. (Public Law 329—81st Congress)*

For a synopsis of the provisions of Public Law 329, see page 12.

¶*Compensation to Disabled Veterans. (Public Law 339—81st Congress)*

Provides increases in compensation for World War I presumptive service-connected cases; provides minimum ratings for service-connected arrested tuberculosis; increases certain disability and death compensation rates; liberalizes the requirement for dependency allowances; and redefines the terms "line of duty" and "willful misconduct" under Veterans' Administration regulations.

¶*To Amend the Atomic Energy Act of 1946. (Public Law 347—81st Congress)*

Provides a statutory basis for the appointment of a Chairman of the Military Liaison Committee to the Atomic Energy Commission. The Committee Chairman, to be appointed by the President with the consent of the Senate, shall be compensated at the same rate as the Chairman of the Munitions Board. Authorizes the appointment of Air Force representative(s) on the Committee, along with those of the Army and Navy. Permits the appointment of any active or retired officer of the Army, Navy or Air Force as Chairman without prejudice to his commissioned status. Any such officer serving as Chairman shall receive, in addition to his officer's pay, an amount equal to the difference between his military pay and the compensation authorized for the Chairman. Representatives of the Departments of the Army, Navy and Air Force—detailed or assigned as Committee members by their respective service Secretaries—shall serve without additional compensation.

Provides that the Atomic Energy Commission shall advise and consult with the Committee on all atomic energy matters having military application, including the development, manufacture, use and storage of atomic bombs, the allocation of fissionable material for military research, and the control of information relating to the manufacture or utilization of atomic weapons. If the Committee at any time concludes that the Commission's action, proposed action or failure to act is adverse to the responsibilities of the Department of Defense, the Committee may refer the matter to the Secretary of Defense. If the Secretary concurs, he may refer the matter to the President, whose decision shall be final.

¶*Career Compensation Act of 1949. (Public Law 351—81st Congress)*

For a synopsis of the provisions of Public Law 351, see the November 1949 DIGEST, page 41.

DIGEST OF SPEECHES

Extracts from speeches and public statements pertaining to the Defense Establishment

General Omar N. Bradley:

THE GUARD'S ROLE IN NATIONAL SECURITY

As I see it, a very simple way of viewing the overall duty of the armed services of our country might be as follows: First, in peace, we must constitute an instrument strong enough to lend strength and force to the words of our diplomats, who are ceaselessly striving to maintain the peace. Sad experience has shown us that the influence and prestige of any foreign minister are directly proportional to the number of divisions, war vessels and aircraft he has arrayed in his corner. We might call this primary mission in peace "the furtherance of the national policy of avoiding war."

Second, if war comes, despite our utmost efforts to avert it, our Armed Forces in being must possess the ability to retaliate instantly, decisively and with overwhelming power to any underhanded sneak attack such as the one on 7 December 1941. Sad experience here again has shown us that war, which used to be the ultimate expression of one nation's policy in disagreement with that of another, and as such maintained a certain dignity and respect for humanity, has now degenerated into a form of national gangsterism. Just as the counter against organized crime has proved to be the unremitting, relentless pursuit made possible by the FBI, so must the counter to deliberate national crime be the certainty of being brought to justice.

That brings us to the third of our duties to the country. Our Armed Forces immediately available must be strong enough to hold in check the cancer of aggression, wherever it may start, until the full offensive power of our country can be mobilized and brought to bear. That is why one boundary of aggression, so far as we are concerned, is in the heart of Europe. That is why there is a tremendous responsibility now resting upon the three components of our Armed Forces.

We have promised the nations of Western Europe that they shall have assistance if war comes. We are helping them with money and materiel. We have entered into a pact with them for collective security and safety. All this is part of our scheme to prevent the coming of any war at all.

But we all know, or should have learned by now, that nations which employ force or the threat of force to accomplish their objectives can understand only the language of force. We are therefore developing means for immediate retaliation in kind to offensive blows struck against us. And, in implementation of our commitment to maintain the boundary of aggression where it now lies, the United States must be prepared to send forces overseas in the event of necessity. In order to be ready to send forces overseas, we may either maintain millions of men under arms, trained to the minute, equipped and ready to go at a moment's notice, or we may take a considered risk that our Regular military forces will be able to hold the enemy at bay until the power of this country is mobilized.

If it becomes necessary to project our power overseas, the first troops to go over will, of course, be the Regular Armed Forces then on active duty, but those immediately following will have to be obtained, in large part, from the reserve components . . . .

By [the terms of the North Atlantic Treaty and the Mutual Defense Assistance Act of 1949] we have obligated ourselves, not only to render assistance to the other signatory nations in case of attack, but also to render active assistance in the form of funds and the materials of war prior to attack. This represents a basic departure from the previous policy of this country. But the mere enactment by the Congress does not of itself provide the assistance needed by the nations of Europe. It provides merely the assurance that such assistance will be forthcoming. The actual implementa-

tion of the North Atlantic Treaty and the Mutual Defense Assistance Act of 1949 touches every citizen of the United States in one form or another, and the National Guard program will without doubt be affected . . . .

The furnishing of equipment from Army stocks to foreign countries under the Military Aid Program will have no serious effect on supply to the peacetime National Guard and, in the long run, is expected to benefit the Guard. Equipment to be furnished MAP from excess will be that not needed for either the peacetime establishment, including the National Guard, or the general mobilization reserve requirement. Neither will quantities taken from the mobilization reserve affect the National Guard, since these stocks, in turn, are excess to the Guard peacetime requirement. Any delay in replacing items from the mobilization reserve is accepted as a calculated risk, since the benefit of securing new equipment in place of old World War II items greatly overshadows the disadvantages.

However, the Guard is affected very seriously in the whole philosophy and background of its training. The National Guard has a record of service during two successive world wars which is to be respected and admired. In both cases the wars commenced overseas, and although our eventual allies initially suffered defeats, they were nevertheless able to check the enemy while we mobilized. It is apparent, therefore, that the determined, inspired resistance of the nations of Western Europe was a vital factor in our own defense.

We recognize that the defense forces of the United States must take their stand in Europe, if that is where aggression begins. If it is necessary to fight aggression, we would rather fight it there than in our own country. It is evident that the disposition and handling of these forces are greatly affected by these treaties and programs. Furthermore, they are affected by the situations and capabilities of other nations, for it stands to reason that for maximum efficiency and effectiveness at minimum expense of money and effort, we must coordinate our defensive program with those of other countries.

There is an even more important consideration than merely the treaties, however, which greatly affects the National Guard. We have previously had a relatively long time to mobilize our forces; but we can no longer count on having anything like this time in the future. We are now ourselves on the firing line, and we can no longer expect to be sheltered by some other nation closer to the enemy than we.

We may as well face it; a war of aggression is basically a conflict between two different ideals of national life. We feel those two dissimilar ideals or systems can exist side by side at peace. The expressed philosophy of the other ideology is that this is not possible, and the destruction of all but its own system is mandatory. We are, therefore, forced to be prepared to defend ourselves if our attempts to preserve the peace founder upon the obstacle of Soviet ambition.

The mission, then, of the National Guard has become more important than ever on the national scale, and has likewise taken its place in the international picture . . . .

In order to implement our greater responsibilities, both nationally and internationally, the National Guard should be ready to move some divisions to combat areas upon short notice in the event of mobilization. A very thorough study should be initiated to the end that all of its training is timely and effective, with little or none of its time wasted in nonessentials. Thought should be given to close coordination with all military and civilian organizations which have something to offer us in the way of training or experience . . . .

Now that we are not the sole possessor of the ability to produce an atomic explosion, our commitments for international cooperation are greatly increased over what they were before. Now that we are living in a time of tension, something easily might happen to upset the precarious balance of the world. And yet, in spite of our increased responsibilities, we must face the necessity for realistic economy in our expenditures. These conditions have caused the National Guard to become of even greater importance to the national security. Never before, for example, have we had to count divisions of the National Guard

as immediately available to enter combat areas.

The world is changing very rapidly. For the perpetuation of our own way of life, and, in fact, for the very survival of our country, we must change with it. We must, in fact, keep ahead of it. Only by being forehanded at all times, by always anticipating the emergency, can we of the armed services faithfully discharge our responsibilities to this—our beloved country.

From an address before the National Guard Conference, Montgomery, Alabama

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ANNUAL STATEMENT

With this issue, the ARMY INFORMATION DIGEST completes Volume IV. The DIGEST is published under the direction of the Chief of Information, Major General Floyd L. Parks, and is prepared at the Armed Forces Information School, Carlisle Barracks, Pa., under the supervision of the Commandant, Brigadier General Edward J. McGaw.

The staff of The DIGEST consists of:

Editor—Lieutenant Colonel John D. Kenderdine (to 15 October 1949), Lieutenant Colonel Myron K. Barrett

Executive Officer—Captain Joseph T. Davis*

Managing Editor—Captain Thomas R. Nevitt

Associate Editors—Major Hunter M. Brumfield, Major Leilyn M. Young, Samuel J. Ziskind, Robert P. Roche

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During the past year, Lieutenant Colonel George F. Havell, SA-Res, and Lieutenant Colonel John T. Collier, Armed Cav-Res, had active duty tours on the staff of The DIGEST.

* Additional duty.

PAMPHLETS AVAILABLE

DIGEST reprints available on request to the Editor:

Teamwork For Defense. A pictorial presentation of members of the Defense Establishment (as of September 1949) with a lead article by the Secretary of Defense. 16 pp

"To Destroy the Enemy." An article by Admiral Louis E. Denfeld. 4 pp

LOG DIV—New Concept of Support. Logistical exercise, as conducted at Camp Lee. 16 pp

New Strength to Old World Ramparts. An address by General Omar N. Bradley. 8 pp

The USO Flag Flies Again. Description of the postwar activities of the United Service Organizations. 8 pp

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DECEMBER 1949

ARMY INFORMATION DIGEST

Budgeting Army Strength

The Honorable Gordon Gray

Interns in Industry

Research for Defense

Unified Air Transport

The Philippines and UMT

MAP--For World Stability

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REPORT ON ARMY FIELD FORCES

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THE ARMY INFORMATION DIGEST

The ARMY INFORMATION DIGEST is published monthly by the Department of the Army. Its contents are prepared under the supervision of the Commandant, Armed Forces Information School, on behalf of the Chief of Information, Department of the Army. THE DIGEST is designed to provide information about the Army to members of the military establishment.

Manuscripts submitted for publication, suggestions for articles, and correspondence relating to the contents and preparation of THE DIGEST, should be addressed to The Editor, Army Information Digest, Carlisle Barracks, Pa. Direct communication is authorized. Back issues may be obtained on request to the Editor.

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Vignettes of Military History

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THE CAPTURE OF AGUINALDO

It was in the Spring of 1901, while awaiting transportation home, that Brigadier General Frederick Funston—who had won the Congressional Medal of Honor in the Philippines—chanced to learn the location of Aguinaldo's secret hide-out in the jungles of Luzon. Knowing that the guerrilla chief would simply vanish in the jungle if troops were led against him, Funston hatched a daring ruse. If there were any man suited to the task of outwitting the cunning Filipino leader, it was this rugged thirty-six-year-old former botanist who had himself served with the Cuban guerrillas under Gomez in their fight with Spain.

On the night of 14 March 1901, a strange party of men was quietly set ashore on northern Luzon by the *U.S.S. Vicksburg*. Ostensible leader of the band was a former insurrecto who, unknown to Aguinaldo, had just pledged his loyalty to the United States. In this man's hands Frederick Funston had placed his life. Posing as a disarmed captive of the rebels, Funston was the real leader of the expedition. Others in the party were loyal Macabebe scouts, who carried out the pretense of escorting Funston and his hand-picked American assistants—making up the remainder of the "prisoners" —to Aguinaldo. The audacious band made its way through forbidding jungles and hostile settlements where one slip could have meant detection and death. Aguinaldo and his staff were caught completely off guard, and eleven days later the successful raiders kept a rendezvous with the *U.S.S. Vicksburg*, their mission accomplished. Funston had his man.

From "Achievements and Traditions of the Army"
A training publication of Office, Chief, Army Field Forces

In a world where so much remains to be done, we Americans must face the issues, not evade them. For in evasion lies weakness; in weakness lies failure; and in failure lies permanent fear. And fear, we have learned from our history, is the enemy of our freedom.

General Omar N. Bradley
Chairman, Joint Chiefs of Staff

✪U. S. Government Printing Office : 1949